

VOLUNTARY SEPARATION INCENTIVE PAYMENT (VSIP) AND VOLUNTARY EARLY RETIREMENT AUTHORITY (VERA) ELIGIBILITY

NOTE: This chart is intended to provide information about general eligibility. If you have any questions about whether or not you meet any of the criteria, you should apply, so the Human Resources Shared Service Center can make an official determination.

You ARE eligible for a VSIP if you:	You ARE eligible for VERA if you:	You are NOT eligible for VSIP if you:
are serving under an appointment without time limitation	meet the minimum age and service requirements: - at least age 50 with at least 20 years of credible federal service OR - any age with at least 25 years of creditable federal service	are a reemployed annuitant
have been currently employed by the federal government for a continuous period of at least three years	have been continuously employed by the Agency for at least 31 days before the date your region or program office initially requested OPM approval for VERA	have a disability such that you are or would be eligible for disability retirement
are serving in a position covered by your region or program office's VSIP offer	are serving under an appointment without time limitation	have received a decision notice of involuntary separation for misconduct or unacceptable performance
apply for and receive approval for a VSIP from the Agency	have not received a final removal decision based on misconduct or unacceptable performance	have previously received a VSIP from the federal government
separate by April 4, 2014	are serving in a position covered by your region or program office's VERA offer	performed service during the 36-month period preceding the date of separation for which a student loan repayment benefit was paid or is to be paid
	retire under the VERA option during your program or region's VERA window	performed service during the 24-month period preceding the date of separation for which a recruitment or relocation bonus was paid or is to be paid
		performed service during the 12-month period preceding the date of separation for which a retention bonus was paid or is to be paid

POINTS OF CONTACT

If you have questions about retirement and benefits or general questions about VERA and VSIP, please contact the Las Vegas Human Resources Shared Service Center (LV) Human Resources Shared Service Center (HR SSC) as shown below. You may also contact the LV HR SSC if you have questions about FHR Navigator (the on-line retirement annuity tool) or wish to have a retirement estimate prepared.

Email: [**HYPERLINK "mailto:2evscu6p"**]; [**HYPERLINK "mailto:Ponich.Crystal@epa.gov"**]; with "VERA/VSIP Related Request" in your email subject line

Telephone: 702-798-2402 (Elaine)
702-798-2424 (Crystal)

If you have specific questions about **INSERT REGION OR AASHIP'S NAME** VERA or VSIP package, please contact **INSERT NAME, TELEPHONE NUMBER, AND EMAIL FOR THE POINT OF CONTACT FOR REGION OR AASHIP.**

HOW AND WHEN TO APPLY FOR VERA AND VSIP**Before You Apply**

Read the memorandum from your region or program office announcing the VERA and VSIP. You should ensure that you are in an approved employee category by reviewing Attachment A. **If you are interested in the VERA or VSIP but are unsure about your eligibility, you should apply during the application window, so the Human Resources Shared Service Center (HR SSC) can make an official determination.**

Where to Find Additional Information

The Office of Personnel Management has information on its website regarding [**HYPERLINK** "<http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-early-retirement-authority/>"] and [**HYPERLINK** "<http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-separation-incentive-payments/>"]. You may also view frequently asked questions at [**HYPERLINK** "<http://intranet.epa.gov/policy/buyouts/index.htm>"].

If you need additional information, please call or email the LV HR SSC points of contact identified in Attachment C.

Estimating Retirement Pay

The [**HYPERLINK** "<https://fhrnavigator.com/frbweb/logon.do?operation=index&client=EPA>"] allows you to estimate your basic annuity. Instructions on how to use the FHR Navigator can be found at [**HYPERLINK** "<http://intranet.epa.gov/policy/buyouts/index.htm>"].

If you would like to discuss your estimated annuity or other benefits or if you would like to have the LV HR SSC run an estimate for you, please call or email the points of contact identified in Attachment C.

Application Window

The application window (the time during which you must apply for a VERA or VSIP) opens February 12, 2014 and closes at 11:59 pm Eastern Time on March 5, 2014. Applications submitted between 12:00 a.m. EST, March 6, 2014 and 11:59 p.m. EST, March 12, 2014, will be accepted on a first come, first service basis. Applications submitted after 11:59 p.m. EST, March 12, 2014, will not be considered.

Application Process

Step 1: Go to the electronic application form at: [**HYPERLINK** "<http://intranet.epa.gov/rtp/2014buyout/>"]

Step 2: Complete your application form and press submit when you have fully completed all of the blocks. If you need assistance completing this form and or you require an alternative text format, please contact your HR SSC identified in Attachment C for assistance in submitting an application.

You should apply early in the application window in case you experience any problems or issues in applying.

Step 3: You will receive an email notification when your application has been received by the HR SSC and your region or program office.

Step 4: If you haven't already run your retirement estimate or haven't had the HR SSC complete an estimate for you, please follow the instructions in the box above on Estimating

Retirement Pay to obtain an estimate.

After You Apply

The LV HR SSC will review your application and notify you of your eligibility. You should receive a notification NLT March 25, 2014. If you are eligible and your application is approved, the LV HR SSC will ask you to complete the necessary paperwork to process your separation.

**U.S. Environmental Protection Agency
Voluntary Early Retirement and Voluntary
Separation Incentive Payments Authorities
Business Cases and Budget Projections**

EPA Business Cases and Budget Projections

I. Introduction

EPA is seeking to reduce, restructure and reshape its various program and regional offices according to the following themes: layering to increase supervisor to staff ratio; consolidation or reduction of administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions/activities/reduce number of programs. VERA and VSIPs will be offered to all regional offices and program offices except the Office of Inspector General (22 total offices).

For all positions covered by EPA's request, if a position is vacated under VERA/VSIP the organization must restructure the position as follows before refilling the position:

- Change from supervisory to non-supervisory.
- Decrease the grade and/or full performance level (i.e., at least one grade level lower than the current position).
- Change the series of the position.
- Significantly change the duties of the position (at least 25%) if the series and grade are to remain the same (i.e., the incumbent who vacated could not be expected to learn how to perform these new duties within a reasonable amount of time. The servicing Human Resources Shared Service Center will determine if the change in duties are significant.

This is the same criteria the agency uses when tracking post-VERA/VSIP hires to ensure programs and regions are adhering to the plans they put forth to reshape their workforce.

If the number of applications received exceeds the total number of VSIPs we can offer, approvals will be based first on service computation date for leave, then on entry on duty date (total EPA years of service.)

If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first.

Summary of Agency-wide Costs and Savings:

	FY 2017	FY 2018	FY 2019
Agency-wide Direct Costs	\$48,966,489		
Agency-wide Savings		\$129,680,961	\$77,342,826

II. Office of the Administrator

Business Case

The Office of the Administrator over the course of many years has become one of the most highly graded organizations in the agency. As part of our strategic vision, we will continue to evaluate how well AO's organizational structure and staffing meets the agency's needs; ensuring that AO operates efficiently and effectively. Consequently, AO requests to:

1. Offer the VERA/VSIP to a generally broad segment of the AO workforce. We believe this inclusive approach will allow the majority of AO employees to decide if this is the right time for them to accept the VERA/VSIP rather than management deciding for them by limiting the positions targeted.
2. Restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels. There has been a significant rise in nonsupervisory high-graded GS-14 and GS-15 positions in AO; these positions represent nearly half of our entire staff.
3. At a later date, reshape the workforce to reflect changes in programmatic direction; strengthen technical programmatic expertise with the appropriate skill mix; and maximize administrative support positions.
4. We will conduct ongoing assessments to ensure that AO's organizational structure meets current and future operational needs. Each Associate Administrator and Staff Office Director will continue to discuss their organization's priorities with the Chief of Staff and Deputy Chief of Staff. These structured meetings will specifically discuss how AO will advance the Administrator's priorities for the remainder of FY17 and begin analysis of FY18 conditions as information becomes more available. These discussions will enable refined assessment of the workforce, budget, and efficiencies across AO, as well as set priorities and develop action items AO-wide. Additionally, these discussions will aid in identifying potential savings and synergies to maximize effective utilization of AO's resources.

Information Required for VERA and VSIP Requests

Overall AO has targeted 139 positions out of a total 339 positions (339 does not include political appointees). Of the targeted positions, 110 of the 139 are GS-13 or higher and all are non-supervisory. We intend to offer VERA/VSIP to restructure a maximum of 65 positions in AO. All positions that are offered VERA/VSIP, with the exception of one SL level position which will be eliminated, will be restructured, primarily at a lower grade level. AO will continue to identify opportunities to improve the

efficiency and effectiveness of the existing workforce by offering opportunity to train and develop staff through creative approaches using short-term assignments via Skills Marketplace; details through Talent Hub; and opportunities to participate in training and developmental programs. In addition, AO will continue to seek ways to streamline processes; eliminate or modify areas of redundancy and encourage our workforce to join networks to share new methods and resources for performing the day-to-day work in support of the office mission and the Administrator's overall goals.

Finally, each office has developed a plan to maintain office functions while positions are restructured and re-staffed. Their selection of positions to be offered is predicated on their ability to restructure the position and hire employees with new skills and at lower grade levels to meet future requirements – up to their AO designated FTE ceiling.

Both the VERA and VSIP opportunities will be offered to staff in targeted series in all 12 individual offices within the Office of the Administrator. Targeting decisions were made by senior managers based on the specific mission needs required to reshape the workforce and lower the overall personnel compensation and benefits salary base. This proposal sets a maximum number of VSIPs to be offered for each series in each office. Decisions on who receives VSIPs will be made on the basis of seniority. These offers are based on an understanding that these offices will be allowed to restructure position and staff up to their AO authorized FTE ceiling.

NOTE: Given the pool of available candidates across our offices, if AO does not receive a high percentage of applicants at the GS-15 or GS-14 levels in any particular office, we request the flexibility to increase (or decrease) the offer number in one or more categories, as long as our total reduction does not exceed a total of 65.

VSIP-Specific Information

The targeted position spreadsheet identifies the details of the specific positions to be offered VSIP and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level with only one exception as noted above. The maximum amount of voluntary separation incentive payments to be offered in AO is 65. In AO everyone that is early out (VERA) is VSIP eligible as well. Our organizational charts are attached – AO is not making any changes to its organizational structure at this time. However, we continue to assess potential opportunities to gain greater efficiencies.

VERA-Specific Information

The total number of position with the Office of the Administrator potentially undergoing change is 65. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level except one. AO does not have any employees in the program who will be involuntarily separated, downgraded, transferred, or reassigned as a result of these actions. AO has a total number of 75 employees eligible for early retirement. The estimated total number of employees in the Office of the Administrator who are “likely” to take early retirement is approximately 30, which is about 40% of the total eligible employees.

The Office of the Administrator plans to offer opportunities for temporary assignments with possible reassignments; using Talent Hub to post opportunities for lateral reassignments; and allow offices to recruit, where needed, at the lowest grade level possible for specific skillsets that are not available

within the agency. These recruitments will include the restructured positions which will decrease the total number of non-supervisory GS-14/15 positions.

Budget Information

Table A – Direct Costs for VERA/VSIP	
65 of Targeted Positions for VSIP x \$25,000	\$1,625,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool \$64.09 x 240 x 65 of Targeted Positions}	\$999,804
Total Maximum Direct Costs	\$2,624,804

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$61,147,000	\$61,147,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$52,482,032	\$52,482,032
E. Payroll for 64 New Hires	\$1,886,976	\$3,773,952
F. Payroll Savings for 65 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$6,777,992	\$4,891,016
G. Pre-VERA/VSIP Annual WCF Cost	\$4,034,000	\$4,034,000
H. Post VERA/VSIP Annual WCF Cost	\$3,417,020	\$3,417,020
I. WCF for 64 New Hires	\$303,744	\$607,488
J. WCF Savings for 65 VERA/VSIP Targeted Positions (J = G – H – I)	\$313,236	\$9,492
Projected Savings with VERA/VSIP (F + J)	\$7,091,228	\$4,900,508

Notes:

A. Cost based on OA's FY 2017 Operating Plan payroll calculations.

D. Hourly rate of \$64.09 based on the average of a GS-13/14/15 step 6 times 2080 hours times 65 target positions.

E. Hourly rate of \$28.35 based on the average of a GS-7/9/11 step 3 times 2080 times 64 new hires (eliminating 1 position); Assumes new hires will onboard mid-year in FY 18

F. $F = A - B - C - D - E$

G. OA's WCF allocation in the FY 2017 Operating Plan

H. Based on OA's FY 2017 Operating Plan WCF costs; assumes \$9,492 per person; 65 targeted positions

I. Used \$9,492 WCF cost per person (64 new hires -- eliminated 1 position); Assumes new hires will onboard mid-year in FY 18

III. Office of Air and Radiation

Business Case

Over time, OAR has taken a number of steps to reshape its administrative workforce, including:

- Reorganizing work units and realigning or eliminating positions in order to consolidate mission support functions;
- Replacing positions performing non-inherently governmental clerical duties with grantees; and
- Offering separation incentives to employees whose positions were identified as redundant or obsolete.

Such incremental efforts, combined with ongoing attrition, have proven effective at realizing improved customer service with fewer positions and a lower cost to payroll. Also, in recent years EPA has adopted new internet-based data systems that require analysts who are skilled in using the full capability of the systems and who must be able to produce and interpret data reports. As the demands of mission support functions have evolved, OAR has found that on-the-job training is not always sufficient to enable employees to use these systems effectively, and that new skills sets are needed.

In the event that EPA determines that OAR will offer new separation incentives, such incentives will be offered to non-SES positions in administrative series, predominantly in the 0300 family, in order to: 1) continue OAR's efforts to realize workforce efficiencies by consolidating and eliminating positions that are no longer mission-critical or that can be done at lower grade levels; and 2) refocus efforts on programmatic priorities.

Our proposal seeks to streamline administrative operations and reduce the number of personnel with obsolete skills. In addition, in certain offices, it is necessary to redirect limited resources from general administrative services to essential programmatic functions required for meeting agency strategic goals, as well as to support new and emerging agency priorities and federal environmental and programmatic mandates.

This VERA/VSIP proposal includes a total of 67 eligible positions and sets forth a maximum total number of 20 VERA/VSIP offers in OAR, as shown in the targeted position spreadsheet.

For any positions vacated by an employee who accepts VERA/VSIP, the office will redistribute mission-critical duties to existing positions to the extent possible. Depending on the availability of FTE in FY2018 and beyond, offices will seek to fill any competency gaps not addressed through redirection of duties by establishing positions and recruiting for skill sets needed for programmatic and mission-critical priorities as permitted by EPA.

How VSIP will be used in conjunction with VERA

About 15% of OAR's workforce is eligible for optional retirement. Combined with employees eligible for early retirement, the total number of VSIP + VERA employees constitute 40% of our workforce. We are requesting authority to offer VSIP/VERA in order to reach the goal of 20 voluntary separations.

Offering VSIP/VERA is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and better align the skill sets needed to meet current and future mission needs.

VSIP-Specific Information

The categories of positions that will be offered VSIP are the same as those indicated in the targeted position spreadsheet. This VERA/VSIP proposal targets a total of 67 positions and set forth a maximum total number of 20 VERA/VSIP offers in OAR. OAR will accept VSIP offers alone, or in combination with VERA or Optional Retirement.

OAR does not expect that any reorganizations will be necessary after the agency has completed the incentive payments. However, OAR will continue to explore ways to further improve workforce efficiencies.

VERA-Specific Information

OAR employs 1,119 employees as of May 12, 2017. Approximately 270 employees are eligible for early retirement. The estimate of the total number of employees in OAR who are expected to take early retirement is five or fewer.

As stated above, at this time, OAR does not expect that any reorganizations will be necessary post-VERA/VSIP. Certain personnel actions may be necessary as a result of the departures of staff. Some position descriptions may need to be updated to reflect new or amended duties, and this could require the processing of reassignment or realignment actions if the change is more than minimal. In addition, depending on where these departures occur, it may be necessary to offer details/temporary promotions to cover work if it cannot be handled by current staff. We would expect these actions to be few and used mainly if workforce departures are unevenly distributed.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 500,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 245,000
Total Maximum Direct Costs	\$ 745,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$172,283,000	\$172,283,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$170,163,000	\$170,163,000
E. Payroll for # New Hires	\$225,875	\$451,750
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,894,125	\$1,668,250
G. Pre-VERA/VSIP Annual WCF Cost	\$14,725,000	\$14,725,000

H. Post VERA/VSIP Annual WCF Cost	\$14,545,000	\$14,545,000
I. WCF for # New Hires	\$22,500	\$45,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$157,500	\$135,000
Projected Savings with VERA/VSIP (F + J)	\$2,051,625	\$1,803,250

- A. Assumes payroll allocation from FY17 Enacted budget for OAR.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes annual payroll cost of average salary of eligible positions (\$106,000) x 20 positions = \$2,120,000.
- E. Assumes hiring 5 GS-12, step 5 positions in Washington, DC. Start date April 2018.
- F. $A - B - C - D - E$
- G. Assumes working capital fund allocation from FY17 Enacted budget for OAR.
- H. Assumes \$9K WCF per person x 20 positions = \$180,000.
- I. Assumes \$9K WCF per person.

IV. Office of Administration and Resources Management

Business Case

The Office of Administration and Resources Management is requesting approval authority for the use of VSIP and VERA to transform its workforce by placing a renewed focus on core business services, eliminating business services with low demand, centralizing internal support in select administrative areas, and reshaping the workforce to optimize support to the agency.

OARM has 698 permanent employees. The VERA/VSIP plan targets 154 positions: 34 positions in support job series and 120 positions in programmatic series. Targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is 98 as shown in the targeted position spreadsheet. These offers span 20 different job series. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. The estimate of the total number of employees in OARM who are expected to take early retirement is five. OARM will focus on the following themes:

- Restructure or reduce highly graded, supervisory and non-supervisory staff positions (GS 14 and 15) into lower graded positions that support the skills and competencies needed to meet current and emerging mission and program requirements and rebalance the current structure and recruit at lower grade and career ladder levels. (Note that in one of OARM's divisions (OROM/FACMD) the pool for 0343 positions does not include one GS-14. This position acts as the Committee Management Officer and is excluded because it is required by GSA and the FAC Act.)
- Restructure positions to focus on core business functions where needs can be met more economically, by leveraging technology, or utilizing other resources. Includes the printing function, printing officers, and elimination of embedded attorney services in favor of OGC expertise. These positions will be restructured at lower grade levels and into positions that support core business functions.

- Consolidate or reduce administrative or support functions to increase emphasis on positions and series directly supporting our core business functions – facility, engineering, contract, grant and human resources management.
- Reduce the number of employees in specific occupational series (e.g., automation clerks, secretaries, procurement analysts, grants assistants, program and management analyst positions).
- Realign current administrative specialists and program analysts to consolidate internal HR support and budget execution in OARM to achieve efficiency.
- Restructure positions to recruit candidates having skills required to close current competency gaps.

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

How VSIP will be used in conjunction with VERA

OARM has 121 employees eligible for regular retirement and 164 eligible for early retirement through VERA in the above identified series. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to OARM to reshape its organization. The VSIP can further increase the potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities. Thus, the combination of VERA and VSIP provides the greatest likelihood for OARM achieving the necessary reshaping and restructuring of its workforce.

The types of personnel actions anticipated as a result of the above proposed restructuring and elimination of positions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and possible external competitive recruitments.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP 98 x \$25,000	\$ 2,450,000
Annual Leave Pay Out for 98 of Targeted Positions for VERA, Optional Retirement or Resignation { \$64.86* x 240 x 98 of Targeted Positions }	\$ 1,525,507

Total Maximum Direct Costs	\$ 3,975,507
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*Payroll estimated on a GS-13, step 5 (\$51.48) with 26% included for loaded cost in Washington, D.C.

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$99,580,367	\$99,580,367
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost (A-(98 Targeted Positions*\$145,000)	\$86,789,387	\$87,262,394
E. Payroll for 84 New Hires	\$2,810,070	\$5,646,460
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$9,980,910	\$6,671,513
G. Pre-VERA/VSIP Annual WCF Cost	\$6,280,000	\$6,280,000
H. Post VERA/VSIP Annual WCF Cost	\$5,473,852	\$5,473,852
I. WCF for 84 New Hires (assumes half of WCF costs mid-year in FY 18 - \$4,113 * 84 and full costs \$8,226 * 84 in FY 19)	\$345,492	\$690,984
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$460,656	\$115,164
Projected Savings with VERA/VSIP (F+J)	\$10,441,566	\$6,786,677

Calculation Notes:

A – FY 2017 Payroll amount.

B/C – VERA/VSIP Payout and Leave Payout Costs occur in FY 2017.

D – 145,000 is the estimated average cost of FTE

E – Assume a GS-09, Step 1 with 20% added to cover the cost of benefits.

H - Total is Pre-VERA/VSIP Annual WCF Cost – (98 Targeted Positions x \$8,226).

I – For FY 2018 assumes new hires are only funded for ½ of the year at \$4,113.

V. Office of the Chief Financial Officer

Information Required for VERA and VSIP Requests

OCFO plans to reduce the number of administrative positions by using VERA/VSIP authorities to:

- Eliminate a clerk position.

- Reduce the number of financial technician positions.
- Reduce the number of secretary positions within OCFO's Office of the Controller (Reduce the number of management analyst positions within OC).

In addition, OCFO plans to reduce the number of financial management positions in OC by using VERA/VSIP authorities to:

- Reduce the number of financial specialist positions.
- Reduce the number of accountant positions.

Vacated clerk, secretary, and financial technician positions will be abolished. After VERA/VSIP offers have been accepted, OCFO will determine how many OC positions remain in the management analyst, accountant, and financial specialist series, and make appropriate workforce decisions. These decisions include possible reassignments of remaining personnel to fill positions in other parts of OCFO to fill mission-critical needs. The decisions also include possible restructuring to fill a small number of vacated positions with new skills needed to perform and support advanced data analytics and deliver secure, high-quality financial management processes, operations, and systems. These changes would be part of EPA's continuing efforts to meet the demand for a technologically sophisticated, analytical financial management workforce, as well as qualified technical and IT security staff.

OCFO will be able to operate without eliminated positions due to increased use of technology. Over time, the agency's financial management programs and functions have undergone significant change, particularly in the use of technology. In October 2011, the agency implemented the Compass Core Financial System, a key element of EPA's overall Financial System Modernization Plan, which provided increased integration among EPA's various systems and added new functionality. Now, we will take greater advantage of the full functionality of Compass to reduce our need for separate systems which cost time, money, and staff resources to integrate. As just one example, moving portions of the payment tracking systems and other interfacing systems into Compass will eliminate the need to reconcile discrepancies when all functionality is housed in one system. This should result in streamlined processes, better data quality, and reduced staff needed for integration of the separate systems and reconciliation of data. As a result, the workforce supporting the agency's financial management operations including the supporting administrative staff, which are located in OCFO, can be restructured and reduced, while qualified technical and IT security staff would be maintained.

We will be able to realign or reorganize to create operational efficiencies, while at the same time minimize any potential negative impacts on the workforce. We also plan to recruit for new skills needed by hiring a modest number of positions. We will recruit candidates who have analytical and critical thinking, and information management and technology skills. If needed, OCFO will implement management-directed reassignments or details to ensure mission-critical programs are not interrupted. OCFO's senior leadership will ensure that the highest priorities of EPA and OCFO will be carried out during this time of organizational change and workforce restructuring.

VSIP will be used in conjunction with VERA to maximize the incentives for employees to accept a VERA/VSIP offer. OCFO's attrition rate is low, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. For these individuals, VSIP is the only incentive we can offer. Another target group is eligible for neither optional retirement nor early retirement. For these individuals too, VSIP is the only incentive available. Given that a reduced government income relative to optional retirement is inherent in VERA, we anticipate VSIP to be a

necessary enticement also among the target group who are VERA-eligible. VERA authority in conjunction with VSIP will be essential if we are to reach our goal of 27 voluntary separations from among a target group of 160.

VSIP-Specific Information

- The maximum number of VERA/VSIP to be offered is 27.
- The maximum amount that will be paid is \$25,000.
- The total maximum amount that will be paid is \$675,000.

A maximum of 27 VSIP payments would be offered in accordance with the targeted position spreadsheet.

VERA-Specific Information

As of May 15, 2017, OCFO has 303 non-temporary employees on board. 83 employees are eligible for early retirement. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is 20. At this time, we anticipate one position in an occupational series that OCFO no longer needs may require the incumbent to be involuntarily separated unless the individual accepts a VERA-VSIP offer or finds a position in another EPA office or federal agency. The types of personnel actions anticipated as a result of OCFO's need for VERA include separations, details (if necessary), reassignments, abolished and/or reclassified positions, and internal and external recruitments.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
27 Targeted Positions for VSIP x \$25,000	\$675,000
Annual Leave Pay Out for 27 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate (\$49.66) based on the average grade and step (GS-12, Step 10) of the targeted pool x 240 x 27 Offers to Targeted Positions}	\$321,797
Total Maximum Direct Costs	\$996,797

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$41,371,000	\$41,371,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$38,572,747	\$38,572,747
E. Payroll for 7 New Hires	\$362,737	\$725,473
F. Payroll Savings for 20 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,435,516	\$2,072,780
G. Pre-VERA/VSIP Annual WCF Cost	\$2,203,170	\$2,203,170

H. Post VERA/VSIP Annual WCF Cost	\$2,010,660	\$2,010,660
I. WCF for 7 New Hires	\$24,955	\$49,910
J. WCF Savings for 27 VERA/VSIP Targeted Positions (J = G – H – I)	\$167,555	\$142,600
Projected Savings with VERA/VSIP (F + J)	\$2,603,071	\$2,215,380

A - Based on payroll allocation from FY17 Enacted Budget for OCFO.

E - Assumes that new hires in FY 2018 will be onboard for ½ year. Calculation is based on a GS-12 Step 10 (for 2017 in Washington DC). The 2017 GS-12 Step 10 salary is \$103,639 or \$49.66/hr. With a 30% increase to account for benefits, the total annual cost is \$134,730 annually.

G - Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and is estimated at \$7,130 each per 309 on-board personnel.

H - Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and in FY18 is estimated at \$7,130 per 282 on-boards (309- 27 VERA/VSIP departures = 282 remaining).

I - Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and in FY18 is estimated at 7 new hires for half a year (\$24,955); and in FY19 is estimated at 7 new hires for a full year (\$49,910).

VI. Office of Chemical Safety and Pollution Prevention

Business Case

OCSPP is requesting approval authority for the use of VSIP and VERA together to transform its workforce to meet administrative and programmatic challenges facing the organization by reducing administrative support positions through efficiencies and technology, reshaping the organization to reflect changes in programmatic direction and increased efficiency, and reducing and restructuring our highly-graded full-time equivalents. OCSPP plans to offer both VSIP/VERA together (except for series GS-0303 which will only receive VSIP).

- Reduce the number of Miscellaneous Clerk and Assistant positions across OCSPP. As technology use across the workforce has expanded, many of the activities of the administrative staff in this series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into user-friendly automated systems, i.e., Concur, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in this administrative field and will enable the organization to reduce obsolete skills and consolidate a broader range of functions. OCSPP has 3 of these positions. One is in the Office of Pollution Prevention and Toxics (GS-10) in Washington, DC, and 2 are in the Office of Pesticide Programs in Arlington, VA (GS-7, GS-8). All offers would be accepted.
- Reduce and restructure the work of non-supervisory Miscellaneous Administration and Program Series positions in the OCSPP IO to restructure positions with new skill sets that advance multimedia approaches and new technology. The IO will look to restructure positions requiring broader programmatic experience, communication and communication technology and the use of collaboration tools to better support the IO senior management. The IO would evaluate and

determine how to restructure any position prior to filling the position. The IO has 2 GS-13 non-supervisory positions in this series in Washington, DC. All offers would be accepted.

- Reduce the number of Miscellaneous Administration and Program Series positions in OPPT's Information Management Division. The functions of OPPT have evolved with the manner and processing of submissions under the Toxic Substances Control Act (TSCA). Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OPPT would expect to fill any new FTE positions at lower grades in restructured positions. OPPT has 4 non-supervisory GS-13 positions in this series in IMD. Up to two offers would be accepted.
- Reduce and restructure the number of non-supervisory GS-15s across OCSPP. Many non-supervisory GS-15 positions were established to focus on specific programs when sufficient higher graded work was present. Program priorities have evolved over time and continue to do so and not all of these positions are currently required. Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OCSPP will review positions that are vacated and determine whether the work of the position is needed or whether it should be abolished. If the position is still needed, we will evaluate and determine how it will be restructured before filling. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties, different job series or a different grade level appropriate for the scope of duties for that position. OCSPP has 56 positions eligible for retirement or early retirement (this excludes one IT security position). Up to 43 offers would be accepted across many series (3 in the IO; 22 in OPPT, 15 in OPP (see the next bullet), and 3 in the Office of Science Coordination and Policy). Positions are located in Washington, DC, Arlington, VA, Chicago, IL and Ft. Meade, MD.
- Reduce the number of OPP supervisory positions by restructuring branches in two OPP divisions. These new structures will consolidate functions across several branches to increase efficiency and increase the supervisor-to-staff ratios. In the Health Effects Division, OPP would combine information functions with science information functions into a single unit and also combine scientific specialties related to health effects and exposure into one branch. This restructuring would lead to better cross-sharing of information and more efficient use of technical capabilities and staff resources. In the Pesticides Re-evaluation Division, OPP would eliminate one branch and task work from that branch across three other branches, eliminating the need for an administrative services branch. Reshaping these branches helps with increased efficiency and reduces the number of supervisors. OPP would re-task work to existing staff and supervisors. OPP currently has 3 positions located in Arlington, VA. Two of the three are GS-15-0343 Program Analysts, and one is a 0401 Biologist. Up to 15 positions would be accepted in OPP from this group and the OPP non-supervisory GS-15s combined (OPP current and future organization chart attached.)

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
50 of Targeted Positions for VSIP x \$25,000	\$1,250,000

Annual Leave Pay Out for 50 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step (GS 13 Step 5 - \$66.49) of the targeted pool x 240 x 50 of Targeted Positions}	\$797,880
Total Maximum Direct Costs	\$2,047,880

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$133,784,000	\$133,784,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$126,869,040	\$126,869,040
E. Payroll for 47 New Hires	\$3,250,027	\$6,500,053
F. Payroll Savings for 50 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$3,664,933	\$414,907
G. Pre-VERA/VSIP Annual WCF Cost	\$8,081,000	\$8,081,000
H. Post VERA/VSIP Annual WCF Cost	\$7,732,500	\$7,732,500
I. WCF for 47 New Hires	\$163,795	\$327,590
J. WCF Savings for 50 VERA/VSIP Targeted Positions (J = G – H – I)	\$184,705	\$20,910
Projected Savings with VERA/VSIP (F + J)	\$3,849,638	\$435,817

Table A

Assumes 50 Targeted Positions at buyouts of \$25,000

Assumes leave payout of 240 hours for all 50 Targeted Positions at a fully loaded average salary rate of a GS 13 Step 5 (\$66.49)

Table B

- A. Assumes FY 17 Enacted Payroll for RPIO 20.
- B. VERA/VSIP payout takes place in FY 17 and does not impact FY 18 or FY 19.
- C. VERA/VSIP leave payout takes place in FY 17 and does not impact FY 18 or FY 19.
- D. Assumes annual payroll cost of annual salary of eligible positions (GS-13 Step 5 - \$138,299) x 50 positions = \$6,914,960.
- E. Assumes payroll for 47 new hires at GS-13 Step 5 \$138,299 * 47. FY 17 costs assume hiring in April 2018.
- F. A – B – C – D – E
- G. Assumes FY 17 Enacted WCF for RPIO 20.
- H. Assumes savings of \$348,500 – annual WCF cost / FTE of \$6,970 * 50 maximum offers
- I. Assumes annual WCF cost for 47 new hires of \$139,400 – annual WCF cost / FTE of \$6,970 * 47 new hires. FY 17 costs assume hiring in April 2018.
- J. G – H – I

VII. Office of Enforcement and Compliance Assurance

Business Case

The Office of Enforcement and Compliance Assurance is requesting authority for the use of VERA and VSIP to address longstanding shortfalls in extramural and other non-pay accounts through elimination or restructuring of positions vacated by departing employees.

OECA will offer VERA/VSIP broadly to enable redirection and refocusing of resources to establish a more efficient enforcement and compliance program aligned with the agency's strategic direction. OECA will accept VERA/VSIP applications for eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators, allowing the OECA to reshape its workforce, consolidate functions, and preserve extramural funds necessary to meet core business needs. The VERA/VSIP would encompass GS 5 – 15 positions in all locations. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

NOTE: Given the pool of available candidates, if OECA does not receive applicants at the numbers outlined in the Targeted Positions Template, we request the flexibility to increase (or decrease) the number in one or the other category, as long as our total does not exceed 51. This would be implemented by adhering to the selection criteria for each job category and then adjusting other categories where appropriate to meet overall target levels.

Through a combination of restructuring and elimination, OECA will refocus the workforce and balance extramural needs to meet changing priorities in coordination with our state and local partners. Some of OECA's components include separate administrative and program support functions which may be consolidated to reduce redundancies and promote greater efficiency. In addition, OECA may restructure compliance and enforcement activities across organizational lines to improve coordination and streamline functions. For the GS-2210 Information Technology Specialist positions, OECA will restructure two information-security positions and reassign work to lower graded employees in this series. While these are positions with direct-hire authority, reassignments internal to the agency should allow us to meet program needs.

OECA has 681 non-temporary employees in targeted positions, of which 164 are VERA-eligible and 522 are VSIP-eligible. OECA plans to offer up to 51 VSIPs (with or without VERA) to eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators in a pool of 506 targeted positions. This broad applicant pool will enable a large-scale approach towards a multi-faceted reshaping effort.

The estimate of the total number of employees in OECA who are expected to take voluntary early retirement are 25. With a target of 51 positions overall, we plan to restructure 25 positions to meet changing agency priorities and eliminate 26 positions to address longstanding financial needs for critical agency support activities.

Personnel actions as a result of the VERA/VSIP will likely be part of broader agency reform and restructuring efforts and will be a combination of details, reassignments, competitive hires and realignments.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
51 Targeted Positions for VSIP x \$25,000	\$1,275,000
Annual Leave Pay Out for 51 Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate of \$64.63 based on the average grade and step (GS 14/7) of the targeted pool x 240 x 51 Targeted Positions}	\$ 791,070
Total Maximum Direct Costs	\$2,066,070

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,598,000	\$92,598,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$83,265,000	\$83,265,000
E. Payroll for 25 New Hires	\$2,287,500	\$4,575,000
F. Payroll Savings for 51 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$7,045,500	\$4,758,000
G. Pre-VERA/VSIP Annual WCF Cost	\$3,896,200	\$3,896,200
H. Post VERA/VSIP Annual WCF Cost	\$3,503,500	\$3,503,500
I. WCF for 25 New Hires	\$96,250	\$192,500
J. WCF Savings for 51 VERA/VSIP Targeted Positions (J = G – H – I)	\$296,450	\$200,200
Projected Savings with VERA/VSIP (F + J)	\$7,341,950	\$4,958,200

- A. Fully loaded average payroll cost for targeted positions (\$183,000 x 506).
- B. No cost in FY 2018 or FY 2019.
- C. No cost in FY 2018 or FY 2019.
- D. Fully loaded average payroll cost for targeted positions minus 51 (\$183,000 x 455).
- E. Assumes hiring of 25 new staff at yearly salary of \$183,000 per employee; 6 months of FY 2018/full year 2019.
- F. See calculation formula.
- G. Average WCF cost per employee in targeted positions (\$7,700 x 506)
- H. Average WCF cost for targeted positions minus 51 (\$7,700 x 455).
- I. Assumes hiring of 25 new staff at yearly WCF cost of \$7,700 per employee; 6 months of FY 2018/full year of FY 2019.
- J. See calculation formula.
- K. See calculation formula.

VIII. Office of Environmental Information

Business Case

OEI will offer VSIP and VERA opportunities to non-supervisory GS-15, GS-14, and GS-13 staff. Our workforce analysis shows a significant proportion of OEI's workforce (132 positions or 43%) is classified in nonsupervisory high-graded GS-14 and GS-15 positions. An additional 138 positions, or 45%, are GS-13; and only 11% are graded at or below the GS-12 level. OEI needs to have a balanced grade structure that is sustainable. Junior and mid-level staff are needed to support our IT and IM experts at the GS-14 and GS-15 levels. With the current distribution, a disproportionate number of OEI's staff is highly-graded experts, which does not allow for a career ladder growth path. Through restructuring, OEI aims to attract appropriately-skilled junior-level staff experienced in modern technology projects and programs. OEI is both an information technology and information management organization; a better distribution of these modern skills is needed to support the agency's mission.

After reducing the number of non-supervisory higher-graded positions (GS-13 and above), OEI will consolidate the higher graded work in remaining positions. Temporary work assignments may be required for high priority projects while the hiring plan is implemented. Some non-critical projects may be delayed during the transition period. Once our non-supervisory, high-graded workforce has been restructured, we will look for opportunities to centralize work where it can be or otherwise align the positions to the appropriate organizations. This will protect against duplication of effort, streamline reporting relationships, and improve accountability.

OEI averages less than 10 retirements per year, although OEI currently has 74 positions that are fully eligible for immediate retirement. Given our low attrition rate and the fact that many of our retirement-eligible employees have continued to work years beyond retirement eligibility, we request authority to offer VERA with VSIP to supplement our number to reach our goal of 30 voluntary separations. Offering VERA with VSIP is more appealing than VERA alone and will likely help us achieve the voluntary separations needed to restructure the grade levels and work of our workforce

VSIP-Specific Information

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations. We plan to offer VSIP/VERA to non-supervisory employees at the GS-13 through GS-15 levels in the specified organizations. GS-2210 IT Specialist Security/INFOSEC are not included in this proposal.

With an organizational FTE ceiling of 421 positions and a vacancy rate of 78 positions, it will be critical for OEI to develop a replacement hiring plan. The goal of the plan will be to lower our grade structure and recruit new skills needed to advance current and future information management and technology requirements for the agency given fewer resources.

We will offer 30 VSIPs, each up to the maximum of \$25,000 for a total amount of \$750,000. The following table illustrates the maximum allocation of VERA/VSIPs by OEI Office and/or Division. Review OEI's Targeted Positions Template for detailed information.

Allocation of VERA/VSIPs by Office		*Allocation of VERA/VSIP by Division (OITO and OEIP)		
ODSTA	4	OEIP	IO	1
OCAPPM	3	OEIP	EQMD	1
OBOS	2	OEIP	ERMD	2
OIM	8	OEIP	FLAD	1
OISP	3	OEIP Total		5

OEIP*	5	OITO	IO	1
OITO*	5	OITO	SBMD	4
TOTAL	[=SUM(ABOVE)]	OITO Total		5

VERA-Specific Information

As of April 17, 2017, OEI employs 343 permanent employees. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures to better meet mission needs. To gain additional cost efficiencies and improve OEI's ability to hire and retain highly qualified staff, especially in technical fields, OEI will also consider redistributing some of the restructured positions to RTP, North Carolina, where we currently have staff present. If we deem it necessary to most effectively support EPA's mission, OEI may involuntarily reassign up to 10 employees as a result of this proposal.

A total number of 79 OEI employees are eligible for early retirement. The estimate of the total number of employees in OEI who are expected to take early retirement is eight, or 10% of the total eligible. We expect to complete the following types of personnel actions as a result of OEI's need for VERA: management directed reassignments, details, voluntary separations, permanent internal and external recruitments, temporary/term internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
30 of Targeted Positions for VSIP x \$25,000	\$ 750,000
Annual Leave Pay Out for 30 of Targeted Positions for VERA, Optional Retirement or Resignation { \$60.83 x 240 x 30 }	\$ 437,976
Total Maximum Direct Costs	\$ 1,187,976

Note: Hourly rate based on the average grade and step (14/5) of the targeted pool per OPM's locality pay salary table for Washington, DC: [[HYPERLINK "https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/DCB_h.pdf"](https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/DCB_h.pdf)]

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 56,623,657	\$ 56,623,657
B. VERA/ VSIP Payout Cost	\$ 0	\$ 0
C. Leave Payout Cost	\$ 0	\$ 0
D. Post VERA/VSIP Annual Payroll Cost	\$ 52,814,917	\$ 52,814,917
E. Payroll for 30 New Hires	\$ 1,093,134	\$ 2,186,267
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$ 2,715,606	\$ 1,622,473
G. Pre-VERA/VSIP Annual WCF Cost	\$ 2,886,315	\$ 2,886,315
H. Post VERA/VSIP Annual WCF Cost	\$ 2,612,235	\$ 2,612,235
I. WCF for 30 New Hires	\$ 137,034	\$ 274,080
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 137,046	\$ 0

Projected Savings with VERA/VSIP (F + J)	\$ 2,852,652	\$ 1,622,473
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- A. Estimate based on FY 2017 straight-line payroll projection for the year as of July 3, 2017. Does not factor in a cost of living increase, attrition, or unprocessed cash awards.
- D. Post V/V annual payroll cost based on savings of EPA HQ GS-14/5 base yearly salary for 30 positions (\$126,958 X 30 = \$3,808,740), per OPM's locality pay salary table for Washington, DC: [[HYPERLINK "https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/DCB.pdf"](https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/DCB.pdf)]. This calculation does not include an estimate of savings on benefits.
- E. FY18 calculations include the base salary (not benefits) of 30 new hires across EPA HQ and EPA RTP onboard for ½ year:
- 3 GS-9 Step 1 in HQ at \$27,486 per person; 3 GS-9 Step 1 in RTP at \$25,739 per person
 - 4 GS 11 Step 1 in HQ at \$33,255 per person; 4 GS 11 Step 1 in RTP at \$31,141 per person
 - 4 GS 12 Step 1 in HQ at \$39,860; 4 GS 12 Step 1 in RTP at \$37,326
 - 4 GS 13 Step 1 in HQ at \$47,398; 4 GS 13 Step 1 in RTP at \$44,385
 - Estimated total salary for new hires at ½ year for HQ = \$564,510 and RTP = \$528,624.
- FY19 calculations include the base salary of 30 new hires from FY 2018 across EPA HQ and EPA RTP onboard for 1 year:
- 3 GS-9 Step 1 in HQ at \$54,972 per person; 3 GS-9 Step 1 in RTP at \$51,477 per person
 - 4 GS 11 Step 1 in HQ at \$66,510 per person; 4 GS 11 Step 1 in RTP at \$62,282 per person
 - 4 GS 12 Step 1 in HQ at \$79,720; 4 GS 12 Step 1 in RTP at \$74,652
 - 4 GS 13 Step 1 in HQ at \$94,796; 4 GS 13 Step 1 in RTP at \$88,770
 - Estimated total salary for new hires at one year for HQ = \$1,129,020 and RTP = \$1,057,247.
- H. Average annual WCF cost per person is \$9,136, for a 12-month period (\$761.30 monthly cost), based on May 2017 usage.
- I. Assumes 30 new hires will be on board for ½ of the year in FY 2018 (\$761.30 x 6 months x 30 hires) and a full year in FY 2019 (\$9,136.00 x 30 hires).

IX. Office of General Counsel

Business Case

The Office of General Counsel provides legal services to all the agency's organizational elements with respect to all programs and activities. Specifically, OGC provides legal opinions, legal counsel, litigation support, and assists in the formulation and administration of the agency's policies and programs as legal advisors. OGC's workforce is primarily comprised of attorney advisers. OGC often has a shortfall in its non-pay budget lines. Because the agency is considering VERA and VSIP, OGC has taken steps to ensure it only has essential personnel at the right grade level so as to ensure it has as much non-pay funding available as possible. In reviewing OGC's ongoing work and the agency's needs, OGC decided to restructure or reduce one (1) highly graded non-supervisory position and one (1) non-supervisory position in its Immediate Office. Below is the VERA and VSIP business case justification:

POSITION	FUNCTION	ORGANIZATION	LOCATION	OCCUPATIONAL CATEGORY	GRADE LEVEL
Senior Counsel for International Affairs	Oversees special projects of significant concern to the agency.	OGC Immediate Office	WA, DC	Management	SL-0905-00
Executive Assistant	Executes day-to-day responsibilities & assignments	OGC Immediate Office	WA, DC	Administrative	GS-0301/12

	that are routine and/or may be of a sensitive nature.				
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The senior counsel SL-0905 position targeted under the VERA/VSIP authorities was a new position OGC created soon after a significant environmental incident. The position's original duty station was in Denver, CO, that was changed in late 2016 to Washington, DC. The position responsibilities included special projects such as supporting the agency mission-driven environmental and human health efforts related to the Region 8 Gold King Mine. Given the reduced impacts surrounding the Gold King Mine efforts at this time, this position is no longer high priority or critical to the agency mission. OGC made the decision to eliminate this position. This position is retirement eligible. OGC will offer only the VSIP authority.

OGC's Immediate Office currently employs two executive assistant GS-0301/12 positions of which one position is considered in excess at the GS-12 level. OGC will target two positions under the VERA/VSIP authorities but will offer only one position. In reviewing its administrative support needs in the OGC Immediate Office, OGC determined that the work may be restructured at the GS-11 level. OGC will offer both the VERA and VSIP authority for the one position.

VSIP- and VERA-Specific Information

The one targeted SL-0905 position is retirement eligible. OGC will offer only the VSIP authority.

- Total 0905 General Attorney = 173 // Retirement Eligible = 25 // VERA eligible = 37 // VSIP eligible = 136

OGC is targeting two positions at the GS-0301/12 but only offering one position based on the first to apply. The one position will be eligible for both VERA and VSIP authority. The targeted GS-12 position will be restructured at the GS-11 level.

- Total 301 Miscellaneous Administration and Program = 13 // Retirement Eligible = 4 // VERA eligible = 3 // VSIP eligible = 13

Budget Information

Table A – Direct Costs for VERA/VSIP	
2 of Targeted Positions for VSIP x \$25,000	\$ 50,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 2 of Targeted Positions}	\$ 40,685
Total Maximum Direct Costs	\$ 90,685

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$39,738,600	\$39,738,600

B. VERA/ VSIP Payout Cost		
C. Leave Payout Cost		
D. Post VERA/VSIP Annual Payroll Cost	\$39,381,990	\$39,381,990
E. Payroll for 1 New Hires	\$42,234	\$84,468
F. Payroll Savings for 2 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$314,376	\$272,142
G. Pre-VERA/VSIP Annual WCF Cost	\$1,979,007	\$1,979,007
H. Post VERA/VSIP Annual WCF Cost	\$1,961,007	\$1,961,007
I. WCF for 1 New Hires	\$4,500	\$9,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$13,500	\$9,000
Projected Savings with VERA/VSIP (F + J)	\$327,876	\$281,142

Assumptions:

- A. Payroll based on FY 2017 Op Plan
- B. VERA VSIP Payout – assumes payout will occur in FY17
- C. Leave Payout Cost – assumes payout will occur in FY17
- D. Post VERA VSIP payroll removes cost for a GS-12/6 (\$93,008) and SL position \$187,000. The positions include a 27% benefits rate
- E. New Hire GS-11/1 (\$66,510) plus a 27% benefits rate for ½ yr for FY18 and full year cost in FY19
- F. No assumption: Calculation
- G. Pre VERA/VSIP WCF Cost based on FY 2017 Op Plan authority
- H. Post VERA/VSIP WCF cost reduces the Pre-VERA/VSIP cost by \$ (\$9K per person)
- I. WCF new hire assumes WCF cost for ½ year in FY18 and full year in FY19
- J. No assumption: Calculation

X. Office of International and Tribal Affairs

Business Case

The Office of International and Tribal Affairs proposes offering VERA and VSIP to GS-13 through GS-15 non-supervisory staff and to a small number of staff in administrative positions to facilitate the consolidation of programs and functions across the organization.

OITA currently has 74 non-temporary employees, the majority of whom are at the GS-13 to GS-15 grade levels. We propose to offer VERA/VSIP buyouts primarily to eligible employees at these grade levels, and will restructure the positions vacated by departing employees. The maximum number of positions eligible will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts.

OITA seeks to align the work of its international and tribal programs with administration priorities. Because of the administration's focus on fewer high-priority initiatives for international and tribal programs, OITA will need fewer higher-graded employees to serve as program leads. (The reduction in the number of key program areas is more significant in the international programs than in the tribal programs, and OITA is targeting fewer positions in its American Indian Environmental Office, accordingly).

Although OITA offered VERA/VSIP in 2014, the Office still has GS-13 through GS-15 level employees performing some functions that could be performed by staff at lower grades. As part of the office's efforts to realign its work and consolidate functions, less complex work will be restructured into lower-graded positions, which will facilitate consolidating more complex duties (e.g., policy development, multilateral negotiations, etc.) among the higher-graded staff who remain following the VERA/VSIP process. EPA offers in-house training (e.g., COR certification, IA Project Officer certification, etc.) that can help prepare lower-graded staff to assume some of the less complex duties currently being performed by higher-graded employees.

A reduction in the number of programs and the number of staff should also allow OITA to further consolidate some administrative functions, with slightly fewer staff providing administrative support to the office's programs. (OITA's 2014 VERA/VSIP process saw the departure of a number of key administrative support staff. Although some further consolidation is possible, there are currently fewer opportunities to reduce administrative functions than to collapse program management functions). OITA's current structure is already "flat." The office anticipates no reorganization as a result of VERA/VSIP. Realignment within each of OITA's constituent organizations are more likely, with teams being combined or staff assignments being consolidated.

Tentative areas of workforce reshaping and restructuring include:

- A reduction in the number of formal teams. Staff in OITA's program components are currently divided into a total of nine teams, each of which is headed by a GS-15 Senior Advisor. Combining existing teams will allow us to reduce the need for a number of higher-graded staff.
- A reduction in the number of GS-15s other than Senior Advisors. OITA's international programs currently have three non-supervisory GS-15s serving in positions other than team leaders. Several of these GS-15s support programs that OITA plans to significantly reduce in order to align the office's international priorities with the focus areas identified by the new administration. As the GS-15s who support these programs depart, OITA will restructure the positions to reduce their full promotion potential and to restructure the positions to support new priority programs.
- Realignment of resources across OITA will increase efficiencies in managing assistance agreements and contracts, which should reduce the number of staff needed to administer these vehicles. Some work currently supported by employees at the GS-13, 14, and 15 grade levels -- in both the international and tribal programs -- can be reassigned to staff at lower grades.

OITA will target a total of six positions in accordance with the targeted position spreadsheet.

VSIP

VSIP will be offered for each of the six targeted positions, with a maximum of five offers being accepted. If OITA receives and accepts the maximum number of requests, \$125,000 will be required for buy-outs.

A number of staff who occupy the targeted positions are already retirement eligible. VSIP will serve as an incentive for these employees to retire from federal service.

VERA

Nineteen employees in OITA are VERA eligible. The estimate of the total number of employees in the office who are expected to take early retirement is two.

The administration's focus on a smaller number of key international and tribal programs will result in the need for fewer higher-graded employees as program leads. Reductions in major initiatives may necessitate the transfer of up to ten OITA employees to other parts of the agency. OITA may also need to make significant changes to portfolio assignments for up to twenty other employees as a result of rapidly changing focus areas for our programs. OITA seeks VERA authority as one option for alleviating the need to transfer employees.

Budget Information

Office of International and Tribal Affairs Updated: Friday, June 30, 2017

Table A – Direct Costs for VERA/VSIP – FY 2017	
5 Targeted Positions for VSIP x \$25,000	\$ 125,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 5 Targeted Positions}	\$ 73,000
Total Maximum Direct Costs	\$ 198,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 12,221,150	\$ 12,221,150
B. VERA/ VSIP Payout Cost	\$ 0	\$ 0
C. Leave Payout Cost	\$ 0	\$ 0
D. Post VERA/VSIP Annual Payroll Cost	\$ 11,414,954	\$ 11,414,954
E. Payroll for 5 New Hires	\$ 174,542	\$ 349,085
F. Payroll Savings for 5 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 631,654	\$ 457,111
G. Pre-VERA/VSIP Annual WCF Cost	\$ 552,500	\$ 552,500
H. Post VERA/VSIP Annual WCF Cost	\$ 516,750	\$ 516,750
I. WCF for 5 New Hires	\$ 17,875	\$ 35,750
J. WCF Savings for 5 VERA/VSIP Targeted Positions (J = G – H – I)	\$ 17,875	\$ 0
Projected Savings with VERA/VSIP (F + J)	\$ 649,529	\$ 457,111

Table B – Estimated Savings Assumptions

- Payroll costs are calculated on OITA's workforce salary and benefits as of May 15 plus
- Line A projected step increases for remainder of FY 2017. (No COLA projected in FY18 though 1.9% in FY19)
- Line B No additional VERA / VSIPs projected
- Line C No additional Leave Payout Cost projected
- Line D Average G14/S5 [Sal & Ben (27%)] for Targeted Positions

- Line E Projected on-boarding April 2018; Average G9/S1 [Sal & Ben (27%)] for New Hires
- Line H Projected FY 2018 WCF FTE costs is \$7,150/year; no projected increase to per year cost factor
- Line I Projected on-boarding April 2018

XI. Office of Land and Emergency Management

The Office of Land and Emergency Management is requesting approval authority for the use of VERA and VSIP.

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix through efficiencies and technology;
- Streamline OLEM's national workforce by reducing and reshaping the current top-heavy GS-13/14/15 grade structure to create opportunities for recruiting at lower grade levels for alignment with the agency's highest priorities;
- Restructure existing staff layers to improve organizational productivity while reducing the staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a number of vacancies at lower grades (GS-7/9/11) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization.

OLEM currently employs 494 permanent employees. Of these, 112 are eligible for voluntary retirement, 134 are eligible for early retirement, and 451 are eligible for voluntary separation payments. OLEM plans to target 219 positions with a maximum of 94 offers. Both the VERA and VSIP opportunities will be offered to staff in targeted series in OLEM. The estimated number of employees expected to take early retirement is 24 employees (25%). Because OLEM will be restructuring and not eliminating positions, we expect to rehire approximately 94 positions.

OLEM manages the agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields redevelopment, and accidental releases from oil and chemical facilities.

Under the Resource Conservation and Recovery Act, the Office of Resource Conservation and Recovery is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA regional offices and state programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

- (1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs.

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving, effective oversight can be achieved with fewer personnel resources.

(2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and on economic redevelopment possibilities, while suspending work on sites or portions of sites that are low risk and have low potential for redevelopment. This will result in a streamlined organization. Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions.

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. Community Involvement Coordinators (CIC) work with community members throughout the cleanup process. On-Scene Coordinators and Remedial Project Managers also have significant roles along with input from hydrogeologists, toxicologists and ecological risk assessors and grants/project officers that administer cooperative agreements to states for their participation in the process.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to implement all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This will require careful allocation of resources to the completion of the other phases of the process, such as Record of Decision, and Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Office of Land and Emergency Management

(June 30, 2017 updated VERA/VSIP Tables)

Table A – Direct Costs for VERA/VSIP	
94 of Targeted Positions for VSIP x \$25,000 (94 offers)	\$2,350,000
Annual Leave Pay Out for 94 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 94 of Targeted Positions} (Assumptions: 94 offers at an hourly rate of a GS-13/5 (DC locality) + 15% benefit [does not include health benefits])	\$1,335,597
Total Maximum Direct Costs	\$3,685,597

Table B – Estimated Savings for FY 2018 through FY 2019 (assumptions list below)		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$82,712,000	\$82,712,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$69,583,443	\$69,583,443
E. Payroll for # New Hires	\$3,358,789	\$6,717,578
F. Payroll Savings for 94 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$9,769,768	\$6,410,979
G. Pre-VERA/VSIP Annual WCF Cost	\$15,702,000	\$15,702,000
H. Post VERA/VSIP Annual WCF Cost	\$15,044,000	\$15,044,000
I. WCF for # New Hires	\$329,000	\$658,000
J. WCF Savings for 94 VERA/VSIP Targeted Positions (J = G – H – I)	\$329,000	\$0
Projected Savings with VERA/VSIP (F + J)	\$10,098,768	\$6,410,979

Assumptions for Table B

A: FY18 & assume FY 2017 Enacted Payroll for OLEM HQ (to allow for comparison)

B: '18 & '19 \$0 as per instructions

C: '18 & '19 \$0 as per instructions

D: '18 & '19 assumes savings of \$13,128,557 (94 offers at GS-13/5 DC locality + 30% benefits costs)

E: '18 assumes 94 rehires at the GS-9/1 DC locality + 30% benefits for ½ year

'19 assumes all 94 are on board for full year (other assumptions the same)

F: '18 & '19 applies formula

G: '18 & '19 assume FY 17 WCF BOC 38 for OLEM HQ (total)

H: '18 & '19 assumes 94 offers leave at \$7000/offer

I: '18 assumes 94 new hires at ½ year at \$7000/hire

'19 assumes 94 new hires at full year at \$7000/hire

J: '18 & '19 applies formula

Total savings = formula

XII. Office of Research and Development

The Office of Research and Development plans to reshape its workforce to place a greater focus on the science supporting the Administrator's priorities of (1) supporting core drinking water/clean water infrastructure projects; (2) implementing TSCA reform; (3) bringing about measurable changes in communities with Superfund sites; and (4) attaining the air quality standards. Our plan is to accomplish this through the restructuring of our workforce by consolidating our Las Vegas workforce to other ORD locations, bringing our supervisor-to-staff ratio in line with agency standards, and reducing the number of highly graded, non-supervisory staff position.

Restructured positions will allow ORD the opportunity to maintain its core post-doctoral program that provides technical expertise in cutting-edge scientific areas supporting the agency's priorities, as well as to create vacancies to recruit staff at the entry level with the skill sets needed to support our core functions. Additionally, reducing the number of employees at our LV facility will allow us to reduce the footprint in leased space, eventually allowing us to reallocate those funds to other high priority initiatives.

ORD plans to use the VERA, in conjunction with the VSIP, as an incentive to implement these restructuring strategies. ORD historically has a low attrition rate, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. Together, these two authorities provide the most favorable opportunity for the organization to meet its goals while offering an attractive incentive for eligible employees to elect to leave the organization.

VSIP will be offered to a maximum of 183 employees with an estimated 55 (or 30%) accepting the offer. These offers will be made to retirement or early out (VERA) eligible employees located in LV, Nevada; eligible employees who are non-supervisors at the GS-14 and above grade level (to include SES, ST, SL); and eligible supervisors with <5 employees. ORD's labs, centers, and offices are all unique in how they support the priorities of the agency. Each will handle restructuring under the three scenarios slightly different based on their current staffing needs, mainly through a variance in the maximum offers by geographic location, series, and grade. Our attached template takes those considerations into account and includes numbers based on the LCO specific requests. ORD will not have any changes to its organizational chart as a result of these offers.

ORD currently has 1564 non-temporary employees. Of those, 322 employees are eligible for early retirement. VERA will be offered to 66 of the non-temporary employees in ORD. The estimate of the total number of employees in ORD who are expected to take early retirement is 13 (20%). ORD does not anticipate any involuntary separations, downgrades or transfers as a result of this restructuring. It is anticipated that it will be necessary to implement a limited number of details and reassignments as a result of the VERA in order to continue our restructuring/reshaping process. We anticipate some reassignments specifically associated with our goal to increase the supervisor/staff ratio in ORD. VERA will help us move toward that goal. Additionally, a reduction in the number of high graded non-supervisors as a result of this VERA will allow ORD to bring in new, lower graded employees with skills to take on work to support the agency's core functions, as well as continue our focus on our post doc program. Please see the targeted position spreadsheet for detailed information for each job series.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Maximum Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	183 x \$25,000 = \$ 4,575,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 3,030,480
Total Maximum Direct Costs	\$ 7,605,480

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$265,438,372	\$265,438,372
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$231,738,922	\$231,738,922
E. Payroll for # New Hires	\$10,876,788	\$21,753,576
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$22,822,662	\$11,945,874
G. Pre-VERA/VSIP Annual WCF Cost	\$10,560,825	\$10,560,825
H. Post VERA/VSIP Annual WCF Cost	\$9,412,500	\$9,412,500
I. WCF for # New Hires	\$1,315,496	\$1,148,325
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	(\$167,171)	\$0
Projected Savings with VERA/VSIP (F + J)	\$22,655,491	\$11,945,874

Budget assumptions:

Table A:

Targeted x 25,000: Assumes max (cap) of 183 accept \$25K each for a total of \$4.575M

Annual Leave Pay Out: The average hourly rate for the targeted pool is \$69 x 183 max (cap) x 240 hours = \$3,030,480

Table B:

A: Amounts of PC&B for ORD as of FY17

B: Assumes that no VERA/VSIP payout will take place in FY18 or FY19.

C: Assumes that no leave payout will take place in FY18 or FY19.

D: Amounts of PC&B estimated for cap of 183 leaving with \$145,000 average salary and 27% benefits % of PC&B estimate across EPA, so (Line A) - (183 X \$145,000 X 127%) = \$231,728,922 for FY18 and the same for FY19.

E: We estimate 183 new hires/restructured positions at an average hourly rate of \$45/hour, with 27% benefits. We assume the new hires work half the year for FY18 and all FY19, so, (183 X \$45 X 2080 X 127% X 50%) for FY18, and double for FY19.

G: The \$6275 WCF cost/year/person for FY17 for ORD FTE times 1683 FTE FY18/FY19 is: (1683 X \$6275) = \$10,560,825.

H: \$6275 WCF cost/year/person for FY17. Assuming 183 depart, (Line G) - (\$6275 X 183) = \$9,412,500 FY18/FY19.

I: \$6275 WCF cost/year/person for FY17. Additional one-time background check costs are \$4051/employee. For 183 new hires, working a half year in FY18 and all FY19, cost is $(\$6275 \times 50\% \times 183) + (\$4051 \times 183)$ for FY18 and $(\$6275 \times 183)$ for FY19.

XIII. Office of Water

The Office of Water (OW – Washington, DC and Cincinnati, OH) will use the VERA and VSIP authorities to:

- Reduce and rebalance our current grade structure by reducing GS-13s and GS-14s, non-supervisory GS-15s, and supervisory and non-supervisory SLs to adjust skill and grade levels.
- Restructure our programmatic and administrative positions to refresh skill sets to address modern and ever-changing technologies, enhance collaboration and coordination, and deal with increasingly complex technical and scientific challenges.
- Reshape current workforce to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities in current and potentially different series to create a higher-performing organization.
- Assess on an ongoing basis our position management structure and make future changes based on staff attrition and changing technology.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

The office will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. This will allow us to recruit at the entry-level for positions working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. Other positions, to the extent feasible and practical, will be restructured through the transfer and retraining of staff with outdated skill sets or staff that are currently focused on work activities that will not be emphasized in the future.

How VSIP will be used in conjunction with VERA

OW will use the VERA authority to increase the number of positions in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are 85 targeted positions that are eligible for voluntary (optional) retirement and eligible to accept a VSIP offer without VERA approval. The number of VERA employees eligible for a VSIP is 67 so by adding VERA, the number of targeted positions who are eligible to accept a VSIP offer increases to 152 and improves the probability of reaching the OW goal to realign resources. Additionally, by adding employees who are eligible for VSIP only (239) and not eligible for voluntary or early retirement, it increases our number of positions in targeted job series to 391. OW will make VERA and VSIP offers simultaneously to all employees in targeted positions during the same offer period. A total of 30 VSIP offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of OW reaching the goals of restructuring and reshaping the workforce. OW will approve up to 30 VSIPs, each up to the maximum of \$25,000 or the amount of severance pay to which an employee is entitled (whichever is less).

VERA-Specific Information

Number of non-temporary employees in OW undergoing change	391
Number of non-temporary employees in OW who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation	5
Number of employees in OW who are eligible for early retirement (excluding employees eligible for optional retirement)	67
The estimate of the total number of employees in OW who are expected to take early retirement is:	5

The actions listed below provide a description of the types of personnel actions anticipated as a result of OW's need for voluntary early retirement authority:

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish or Reclassify Positions
- Voluntary Retirements
- Internal and External Recruitments

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
Annual Leave Pay Out for 30 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 30 Targeted Positions}	\$470,098
Total Maximum Direct Costs	\$1,220,098

- Annual Leave payout is calculated based on the average grade and step for the target pool:
 - Hourly salary of an SL employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$84.76 \times 240 = \$20,342 \times 1 = \$20,342$
 - Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$75.77 \times 240 = \$18,185 \times 11 = \$200,033$
 - Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$62.62 \times 240 = \$15,029 \times 9 = \$135,261$
 - Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$52.99 \times 240 = \$12,718 \times 9 = \$114,462$
 - The total leave payout is the sum of $\$20,342 + \$200,033 + \$135,261 + \$114,462 = \$470,098$
- The total maximum direct cost is the sum of $\$750,000 + \$470,098 = \$1,220,098$

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,832,000	\$92,832,000

B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost (pre-VERA/VSIP payroll cost- payroll for 30 targeted positions)	\$87,314,227	\$87,314,227
E. Payroll for 15 New Hires (assumes 15 FTEs external to OW by mid-year in FY18)	\$634,473	\$1,268,946
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$4,883,300	\$4,248,827
G. Pre-VERA/VSIP Annual WCF Cost	\$5,914,224	\$5,914,224
H. Post VERA/VSIP Annual WCF Cost	\$5,619,984	\$5,619,984
I. WCF for 15 New Hires (assumes half of WCF costs for FY18; full WCF for FY19)	\$73,560	\$147,120
J. WCF Savings for 30 VERA/VSIP Targeted Positions (J = G – H – I)	\$220,680	\$147,120
Projected Savings with VERA/VSIP (F + J)	\$5,103,980	\$4,395,947

A. Pre VERA/VSIP costs are based on the 2017 Opplan payroll.

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Post VERA/VSIP annual payroll is pre-VERA/VSIP payroll minus the payroll costs for 30 targeted positions. Salary calculations are based on the annual salary of an employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered.

SL \$176,303 x 1 = \$176,303

GS 15/7 \$158,123 x 11 = \$1,739,353

GS 14/6 \$130,692 x 9 = \$1,176,228

GS 13/6 \$110,595 x 9 = \$995,355

Total payroll costs for targeted VERA/VSIP positions = \$4,087,239 + 35% = \$5,517,773

Post VERA/VSIP annual payroll = \$92,832,000- \$5,517,773 = \$87,314,227

E. Assumes new hires will be on board for half of FY18 and the entirety of FY19. Salary calculations are based on the annual salary of an employee in Washington, D.C. An additional 35% increase is added to account for benefits.

GS 9/1 \$54,972 x 5 = \$274,860 x .5 = \$137,430

GS 11/1 \$66,510 x10 = \$665,100 x .5 = \$332,550

E (FY19). \$274,860 + \$665,100 = \$939,960 + .35 = \$1,268,946

E (FY18). \$939,960 x .5 = \$469,980 + .35 = \$634,473

F (FY18) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$92,832,000 - \$0 - \$0 - \$87,314,227 - \$634,473 = \$4,883,300$$

F (FY19) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$92,832,000 - \$0 - \$0 - \$87,314,227 - \$1,268,946 = \$4,248,827$$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$$\$9,808 \times 603 \text{ on-boards} = \$5,914,224$$

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\begin{aligned} \$9,808 \times 30 &= \$294,240 \\ \$5,914,224 - \$294,240 &= \$5,619,984 \end{aligned}$$

I. Working Capital Fund costs assume new hires will be on board for half of FY18 and the entirety of FY19.

(FY18). Working capital fund costs are based on \$9,808 per person per year for computer, telephone and internet access. Cost for 6 months is \$4,904. $\$4,904 \times 15 = \$73,560$

I (FY19). Working capital fund costs are based on \$9,808 per person per year for computer, telephone and internet access, times the targeted new hires. $\$9,808 \times 15 = \$147,120$

J (FY18) WCF Savings for # VERA/VSIP Targeted Positions

$$\$5,914,224 - \$5,619,984 - \$73,560 = \$220,680$$

J (FY19) WCF Savings for # VERA/VSIP Targeted Positions

$$\$5,914,224 - \$5,619,984 - \$147,120 = \$147,120$$

FY18 Projected Savings with VERA/VSIP. $\$4,883,300 + \$220,680 = \$5,103,980$

FY19 Projected Savings with VERA/VSIP. $\$4,248,827 + \$147,120 = \$4,395,947$

XIV. Region 1

Business Case

Region 1 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts/goals in three areas: consolidate/reduce administrative support; reduce/restructure highly graded positions; and restructure positions to focus on technical and programmatic priorities and core business functions.

Region 1 employs 567 non-term employees. Currently, 137 (24%) of our workforce is eligible for a Regular Retirement, and 201 (36%) of our workforce is eligible for an Early Retirement. While we have

made good progress in shaping a workforce to meet our mission's objectives, the region's continued low attrition ranging from 3% to 4% per year has slowed our efforts to restructure the workforce and achieve efficiencies. Using a strategic but narrow approach to identifying eligible positions in each Division, we believe that VERA/VSIP can accelerate our workforce restructuring goals. Region 1 senior leaders have determined that offering VSIP in conjunction with VERA will increase our ability to meet these goals.

Region 1 will offer a total of 36 VERA/VSIP opportunities to 112 positions which are eligible for either a Regular Retirement or an Early Retirement. Region 1 will not be offering VSIP to employees not currently eligible for Regular Retirement or an Early Retirement, as management has determined, with our narrow approach, the skill sets and positions established are needed to support mission objectives. The estimate of total number of employees in the region to take an early retirement is seven.

Administrative and Support Functions: As the region adopts new technologies, employs Lean principles to our operations, and centralizes certain functions, our administrative and support needs continue to change. In the case of the VERA/VSIP opportunities offered to administrative and support functions, the remaining work will be pooled or absorbed with existing positions, or restructured into lower graded, part-time positions.

Region 1 will offer a maximum of 5 VERA/VSIP opportunities to 9 individuals/positions in the Boston, Massachusetts location.

Reduce and/or Restructure Highly Graded Positions: Region 1 plans to reduce the number of high graded technical experts and senior policy advisors to better reflect the current priority work. For emerging priority needs, the region will work with our SSC to restructure technical expert positions and senior policy advisors consistent with classification standards used across the agency. In instances where the position is eliminated, remaining work will be redistributed to grade appropriate positions, or the position may be reclassified at a lower grade level and considered for reassignment. To support a greater balance of grade levels across the region we may consider entry-level hiring for positions needing new skill sets or expertise not readily available within the region.

Region 1 will offer a maximum of 12 VERA/VSIP opportunities to 27 individuals/positions: 3 VERA/VSIP opportunities to employees in Chelmsford, MA; and 9 VERA/VSIP opportunities to employees in Boston, Massachusetts location.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP	
36 of Targeted Positions for VSIP x \$25,000	\$ 900,000
Annual Leave Pay Out for 36 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 320 x # of Targeted Positions}	\$ 665,219

Total Maximum Direct Costs	\$ 1,565,219
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Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$86,525,000	\$86,525,000
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	\$80,953,776	\$80,953,776
E. Payroll for 25 New Hires	\$1,500,000	\$3,000,000
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$4,071,224	\$2,571,224
G. Pre-VERA/VSIP Annual WCF Cost	\$2,774,000	\$2,774,000
H. Post VERA/VSIP Annual WCF Cost	\$2,630,000	\$2,630,000
I. WCF for 25 New Hires	\$50,000	\$100,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$94,000	\$44,000
Projected Savings with VERA/VSIP (F + J)	\$4,165,224	\$2,615,224

Table A:

Assumed maximum carryover and leave to date of calculation and assumed some used average 320 annual leave hours times hourly rate at step 10 of grade

Table B:

A: This is the Annual Payroll Cost per Bas v. 1 for Region 1

D: Assumed the Step 10 for each grade level targeted

E: Assumed \$120,000 pay for 25 new hires/restructured positions

H & I: Annual WCF costs \$ 4,000 per position

XV. Region 2

Business Case

Region 2 proposes to extend a maximum of 30 VERA/VSIP offers, up to 27 to employees with a New York, NY duty station and up to three to employees with an Edison, NJ duty station. These fall into three of the six major themes identified by the agency. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

- Consolidate and streamline functions/activities/reduce number of programs.
- Restructure or reduce highly-graded supervisory or non-supervisory positions.
- Consolidate or Reduce Administrative or Support Functions.

The estimated number of employees expected to take early retirement is eight to 10. This assumes that 1) a majority but not all of slots will be taken; and 2) employees eligible for regular retirement will have service computation dates that have the effect of precluding some offers to less senior VERA-eligible applicants. Region 2 intends for employees in targeted positions to be included in the offer pool regardless of whether they are eligible for VSIP and regular retirement, VERA/VSIP, or VSIP only.

Absent a VERA/VSIP, we would anticipate no involuntary actions of an adverse nature; some employees would need to be reassigned. We do not anticipate undertaking a reorganization following the implementation of this VERA/VSIP proposal. Therefore, we are providing a single set of organization charts. The theme-based paragraphs above convey a sense of how the region would operate with certain positions eliminated and others filled at lower grades, different series, or with a different set of programmatic responsibilities. We anticipate that personnel actions as a result of VERA/VSIP implementation would include a modest number of reassignments, details, and merit promotions. We may also proceed with external hires at the entry level based on feasibility and degree of need.

Budget Information

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$ 750,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate of based on the average grade and step of the targeted pool x 240 x 30 Targeted Positions} *	\$ 506,928
Total Maximum Direct Costs	\$ 1,256,928

Notes:

* Annual leave payouts based on an average hourly rate of \$52.805 and 320 hours of leave for each employee who takes the VV.

Table B – Estimated Savings for FY 2018 through FY 2019		
	<i>FY 2018 Estimate</i>	<i>FY 2019 Estimate</i>
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 121,683,000	\$ 121,683,000
B. VERA/ VSIP Payout Cost	\$ -	\$ -
C. Leave Payout Cost	\$ -	\$ -
D. Post VERA/VSIP Annual Payroll Cost	\$ 117,207,977	\$ 117,207,977
E. Payroll for 15 New Hires	\$ 577,588	\$ 1,155,177
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 3,897,435	\$ 3,319,846
G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,887,000	\$ 3,887,000

H. Post VERA/VSIP Annual WCF Cost	\$ 3,767,000	\$ 3,767,000
I. WCF for 15 New Hires	\$ 30,000	\$ 60,000
J. WCF Savings for 15 VERA/VSIP Targeted Positions (J = G – H – I)	\$ 90,000	\$ 60,000
Projected Savings with VERA/VSIP (F + J)	\$ 3,987,435	\$ 3,379,846

Notes:

- A. 2018 Pre-VV Annual Payroll Cost based on current FY 2017 payroll costs.
- B. VV payout takes place in FY 17 and does not impact FY 18 or FY 19.
- C. Leave payout takes place in FY 17 and does not impact FY 18 or FY 19.
- D. Projected payroll costs based on current FY 17 salaries.
- E. Payroll for New Hires assume the 15 positions identified for restructuring will be filled within 6 months for FY 2018 and will be charging the entire FY for FY 2019.
- G. For WCF savings and hires, \$4,000 used per position.
- H. For WCF savings and hires, \$4,000 used per position.
- I. WCF for New Hires assume the 15 positions identified for restructuring will be filled within 6 months for FY 2018 and will be charging the entire FY for FY 2019.

XVI. Region 3

Business Case

Region 3 is requesting VERA/VSIP authority to increase its flexibility in implementing efficiency measures by eliminating positions, restructuring positions and reassigning staff to priority programs. The region is currently at FTE ceiling. The current attrition rate of 3-4% annually, would not allow the region to pursue the efficiency measures without VERA/VSIP incentives. To achieve the reductions needed to implement the efficiency measures, VERA/VSIP will be offered to employees in most job series and grades within targeted levels. The region is not proposing to reorganize as a result of VERA/VSIP however it is anticipated that reassignments and limited merit promotion actions will be required as a result of the VERA/VSIP. Future reorganizations would be based on outcomes from new initiatives and policy directions and the response to VERA/VSIP. The region is proposing the following actions to increase efficiency and effectiveness of agency programs and regional operations:

1. Delayering.

On average, the supervisor to staff ratio in the region is 1:8. The ratios vary widely by Divisions and there are opportunities to reorganize functions in order eliminate supervisory positions and decrease supervisory layers. In addition, an increased focus on scientific positions has reduced the need for Supervisory Environmental Protection Specialists.

2. Consolidate or reduce administrative functions.

Improvements in technology and decreased dependence on paper has made many traditional administrative and clerical functions obsolete. By offering VERA/VSIP to all grades in the administrative and clerical series, these support functions can be consolidated.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

The region has over 85 non-supervisory GS-14/15 positions. Offering VERA/VSIP to all eligible staff in this population will help reduce the number of GS-14 and 15 employees. Remaining non-supervisory GS-14/15s can be reassigned to vacated supervisory positions where suitable.

Forty percent of the region is a GS-13. While there is a need to maintain higher graded staff to provide leadership and subject matter expertise to programs, the region is weighted heavily in higher grades. Through attrition gained by VERA/VSIP, the region will restructure functions and reassign work to the existing positions. The region has over 100 interdisciplinary scientists at the GS-07/09/11/12 level who can be reassigned to new functions to fill critical areas. These entry level staff will benefit from cross training early in their career and build the capability of the next generation of agency leaders. The region does not anticipate filling any of the positions with external candidates, though there may be opportunities for reassignments and merit promotion actions within the existing workforce.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. These functions are filled by staff in a range of positions, series and grades. By offering VERA/VSIP widely, staff remaining in these functions can be shifted to new program requirements.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
159 of Targeted Positions for VSIP x \$25,000	\$ 3,975,000
Annual Leave Pay Out for 159 of Targeted Positions for VERA, Optional Retirement or Resignation { \$51.65 based on the GS-13/6 of the targeted pool x 240 x 159 of Targeted Positions }	\$ 1,970,964
Total Maximum Direct Costs	\$ 5,945,964

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$112,875,000	\$112,875,000
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0

D. Post VERA/VSIP Annual Payroll Cost	\$95,737,344	\$95,737,344
E. Payroll for 124 New Hires	\$7,440,000	\$14,880,000
F. Payroll Savings for 159 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$9,697,656	\$2,257,656
G. Pre-VERA/VSIP Annual WCF Cost	\$4,196,547	\$4,196,547
H. Post VERA/VSIP Annual WCF Cost	\$3,343,830	\$3,343,830
I. WCF for 124 New Hires	\$332,506	\$665,012
J. WCF Savings for 159 VERA/VSIP Targeted Positions (J = G – H – I)	\$520,211	\$187,705
Projected Savings with VERA/VSIP (F + J)	\$10,217,867	\$2,445,361

Footnotes

1. Table A – Hourly rate (\$51.65) of a GS-13/6 X 240 X 159 (# of targeted positions)
2. Table B – Row D – Yearly salary (\$107,784) of a GS-13/6 x 159 = \$17,137,656 subtracted from \$112,625,000
3. Table B- Row E—Assumes \$120,000 pay x 124 rehires/restructured positions
4. Table B – Row G - \$5,363/per person X 782.5 FTE
5. Table B- Row I - \$5,363 X 124 rehires/restructured positions

XVII. Region 4

Business Case

As Region 4 continues to acquire the skills needed to perform current and emerging technical, analytical and programmatic work of the organization, we will need skill sets that are multidisciplinary, highly analytical, creative, and flexible. Building on our FY 2014 VERA/VSIP efforts in restructuring the workforce to create a higher-performing organization, we will utilize these authorities to continue to focus on optimizing our workforce in support of the agency's and region's mission critical priorities. The VERA and VSIP authorities will allow region 4 to continue to garner efficiencies and better serve customers. Region 4 will align grade levels and restructure the workforce to recruit new skills and competencies in support of evolving agency needs and mission critical core programs; and, meet technical, operational, financial, and programmatic challenges facing the organization. This will include providing training and assistance to our state counterparts and addressing critical infrastructure needs within the region, in addition to, increasing the number of employees trained and working in core program areas (i.e., biological sciences, environmental engineering, physical sciences, and project management) while reducing certain administrative/clerical series and other functions related to non-core program work.

Region 4 will reduce positions which are obsolete and/or do not provide optimum flexibility in staffing environmental programs, technical, mission support, information and operations positions. Readjusting priorities, we will have the opportunity to recruit skills to meet emerging technical and programmatic needs. In consolidating position functions into other technical positions, we will improve flexibility and increase efficiency of core mission functions. We will reshape the workforce where the demand for specific skills is no longer there, place expertise in needed areas; and, recruit at lower grades where gaps are identified.

Region 4 has been a leader in working with state and private partners to develop tools to increase the capacity of state and local governments to adopt and implement more efficient policies, practices and incentives. In continuing cooperative federalism, we intend to take advantage of the efficiencies created by those tools, including technology, information and collaborative problem solving. Our partnership with states and tribes will allow us to focus efforts to realign resources, streamline and merge functions across the organization, reduce redundancies and subsequently strengthen our support of state and tribal functions.

Region 4 continues to evaluate opportunities for consolidation or realigning resources for compliance and enforcement activities. The region has identified opportunities to achieve near term workforce reductions to achieve a more efficient and focused enforcement and compliance program. Region 4 will capitalize on workforce reductions to create more efficiencies by aligning with the agency's strategic direction and support efforts to manage shortfalls in extramural funding experienced over the past few years. Priorities will be realigned with personnel focusing efforts on addressing high risk sites and on economic redevelopment possibilities. The region will continue to reallocate resources to achieve completion of site clean ups through fund lead or enforcement lead work. As a result, it is anticipated that the efforts will lead to program efficiencies and further streamline program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals.

As positions are vacated, Region 4 will review to determine appropriate restructuring. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties and grade level(s) appropriate for the scope of work performed. In some cases, the duties of a vacated position may be reassigned to another position.

The aforementioned efforts will facilitate strategic workforce planning to ensure mission critical positions are filled and hiring priorities are adjusted to correct any anticipated significant competency gaps within the organization.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP – Region 4	
25 of Targeted Positions for VSIP x \$25,000	\$ 625,000
Annual Leave Pay Out for 25 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 25 of Targeted Positions}	\$ 284,114
Total Maximum Direct Costs	\$909,114

Table B – Estimated Savings for FY 2018 through FY 2019 – Region 4		
	FY 2018 Estimate	FY 2019 Estimate

A. Pre-VERA/VSIP Annual Payroll Cost	\$130,535,000	\$130,535,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$126,935,000	\$126,935,000
E. Payroll for 15 New Hires	\$1,087,500	\$2,175,000
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,512,500	\$1,425,000
G. Pre-VERA/VSIP Annual WCF Cost	\$4,059,000	\$4,059,000
H. Post VERA/VSIP Annual WCF Cost	\$3,946,500	\$3,946,500
I. WCF for 15 New Hires	\$33,750	\$67,500
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$78,750	\$45,000
Projected Savings with VERA/VSIP (F + J)	\$2,591,250	\$1,470,000

Table A

Calculation based the 25 particular targeted positions' grade level @step-5 hourly rate.

Table B

Row A: Annual payroll cost (2017 Operating Plan Payroll – Pre-VERA/VSIP)

Row B: Assumes VERA/VSIP payout takes place in FY17 and no impact to FY18 or FY19.

Row C: Assumes Leave Payout takes place in FY17 and no impact FY18 or FY19.

Row D: Annual payroll cost less cost for 25 targeted positions @\$144K each (\$130,535,000-\$3.600,000).

Row E: Assumes 15 external hires to R4 @\$145k each (FY18-50% and FY19-100%).

Row G: WCF cost/regional employee. (\$4500 per employee)

Row H: Assumes WCF on-board cost minus 25 targeted positions. (\$4500 per position)

Row I: Assumes \$4,500 @15 new hires (FY18-50% and FY19-100%).

XVIII. Region 5

Business Case

Both the VERA and VSIP opportunities will be offered to a maximum of 79 employees in targeted occupations, and grade levels located within EPA Region 5. Region 5 will target 182 positions and a maximum of 79 offers will be made. Decisions on who receives VERA and VSIP will be prioritized based upon the employee's permanent official position of record, occupational series, and grade level.

Our shifting mission requirements and need for efficiencies require the region to reduce, rebalance, and restructure our workforce in a manner not possible through current attrition rates, which have averaged about 4%, without the use of VERA/VSIP. Region 5 is seeking VERA/VSIP authority to focus on ensuring that critical positions and job series are maintained and occupied with employees with the appropriate skills to meet our mission. Opportunities to gain efficiencies through consolidation and restructuring to increase the staff to supervisory ratio while rebalancing the top-heavy specialist positions into entry-level generalist positions are described in detail below.

Information Required for VERA and VSIP Requests

As part of our planning process, we reviewed our workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reshaping to accommodate shifting priorities in the agency and within the region. In addition to targeting positions that will be eliminated, we plan to use VERA and VSIP to target organizations and/or job series that could provide efficiency opportunities by moving to broader scientist/engineer series by restructuring higher graded specialist positions. This should provide for flexibility in the workforce regardless of budget constraints. We plan to reduce and restructure our workforce through a multi-pronged approach of consolidating duties, reducing branches and sections within most divisions/offices, and addressing the changing nature of workforce skill requirements.

Region 5 has a substantial number of employees eligible for optional retirement and an even higher number of VERA-eligible employees. However, given our low attrition rate and the fact that many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility, we are requesting authority to offer VERA with VSIP to supplement our number in order to reach our goal of 79 voluntary separations.

Offering VERA with VSIP is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and gain the skillsets needed to meet current and future mission needs.

VERA Specific Information

Region 5 employs 1,075 permanent employees. There are 244 employees currently eligible for retirement, with an additional 42 becoming eligible by the end of this calendar year. There are 278 employees eligible for VERA under the plan, with an additional 3 becoming eligible by the end of the calendar year. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is nine (9).

As a result of the agency's need for VERA, Region 5 anticipates the following personnel actions may be necessary:

- Directed reassignments
- Details
- Temporary promotions
- Voluntary separations
- Abolish and/or reclassify positions

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
79 of Targeted Positions for VSIP x \$25,000	\$ 1,975,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average	\$ 939,658

grade and step of the targeted pool x 240 x 79 of Targeted Positions}	
Total Maximum Direct Costs	\$ 2,914,658

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$145,857,958	\$145,857,958
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$135,515,460	\$135,515,460
E. Payroll for 71 New Hires	\$2,368,330	\$4,736,659
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$7,974,168	\$5,605,839
G. Pre-VERA/VSIP Annual WCF Cost	\$5,295,000	\$5,295,000
H. Post VERA/VSIP Annual WCF Cost	\$4,979,000	\$4,979,000
I. WCF for 71 New Hires	\$142,000	\$284,000
J. WCF Savings for 79 VERA/VSIP Targeted Positions (J = G – H – I)	\$174,000	\$32,000
Projected Savings with VERA/VSIP (F + J)	\$8,148,168	\$5,637,839

Table A

Used average hourly rate of \$49.56 for a GS12 step 10.

Table B

A: Base cost from latest pay period posted (2017 PP20) projected for 26 pay periods with 27% added for benefits (\$4,417,261 x 26 x 127%).

B: \$0 per guidance

C: \$0 per guidance

D: Row A minus annual payroll cost of 79 targeted positions (\$49.56 x 127% x 2080 Hours x 79).

E: New outside hires at lower pay (GS 9 step 1) for restructured positions using \$26.29 per hour including 22% for benefits (\$26.29 x 2080 x 122% x 71) starting at mid-year 2018. Applied half the amount to 2018 and the full amount to 2019.

G: WCF amount pulled from BAS v4.0 2017 Enacted Operating Plan

H: Row G minus annual WCF cost of 79 targeted positions (\$4,000 x 79).

I: New outside hires for restructured positions using annual WCF cost of \$4,000 per FTE (\$4,000 x 71) starting at mid-year 2018. Applied half the amount to 2018 and the full amount to 2019.

XIX. Region 6

Business Case

Region 6 proposes a broad VERA/VSIP offering to over 200 of our current on-board employees in anticipation of a restructuring of organizational components, consolidation of functions, and layering of management to achieve both near-term workforce reductions and to establish a more efficient organization better aligned to accomplish the agency's strategic direction. Region 6 identified 147 maximum offers that will be made under the VERA/VSIP program, and will extend those offers to

employees in all job series and grades within targeted levels, consistent with our goal of fully utilizing the VERA/VSIP programs to reshape our organization. Region 6 is proposing the following actions to increase efficiency and effectiveness of agency core environmental programs and regional operations:

1. Delayering.

Region 6 has identified opportunities to organize our functions and organizations in order to eliminate supervisory positions and decrease supervisory layers. Organizational options to delayer our organization will be identified at the completion of the VERA/VSIP program when a better understanding of vacated positions is known. Therefore, future organizational charts will not be submitted at this time.

2. Consolidate or reduce administrative functions.

As a result of Region 6's use of technology improvements, online collaborative tools and decreased dependence on paper, many traditional administrative and clerical functions are becoming obsolete. By offering VERA/VSIP program to all grades in the administrative and clerical series, these support functions can be more efficient through consolidation and savings can be focused on priority work.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the region. Approximately 47% percent of the region's employees are GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work. Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to align our organization and workforce with priority work. These functions are filled by staff in a range of positions, series and grades. By offering the VERA/VSIP program broadly, Region 6 will be able to both direct employees toward new program requirements and invest savings to priority program areas.

5. Restructure to focus on STEM/programmatic priorities

Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to focus on core scientific requirements and programmatic priorities necessary to accomplish the agency's mission. Region 6 intends to focus on STEM disciplines to better align our workforce with the agency priorities related to essential technical work and invest savings in these areas.

6. Consolidate and streamline functions/activities/reduce number of programs

Region 6 has identified opportunities to utilize the VERA/VSIP program to generate savings through consolidation and streamlining our work. By offering the VERA/VSIP program, Region 6 will be able to realize gains in efficiencies, improve integration with state and tribal partners, and invest savings to priority program areas.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step – this is a GS-13 step 10 for Region 6) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP (147) x \$25,000	\$3,675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	147x\$56.96x240 = \$2,009,549
Total Maximum Direct Costs	\$5,684,549

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$107,218,000	\$107,218,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$85,832,271	\$85,832,271
E. Payroll for # New Hires (147 in FY 18 GS-9 step 1)	\$3,884,680	\$7,769,361
F. Payroll Savings for # VERA/VSIP Targeted Positions	\$17,501,049	\$13,616,368
G. Pre-VERA/VSIP Annual WCF Cost	\$4,157,417	\$4,157,417
H. Post VERA/VSIP Annual WCF Cost	\$3,328,190	\$3,328,190
I. WCF for # New Hires (147 in FY 18, GS-9 step 1)	\$414,614	\$829,227
J. WCF Savings for # VERA/VSIP Targeted Positions	\$414,613	\$0
Projected Savings with VERA/VSIP (F + J)	\$17,915,662	\$13,616,368

Table A:

Annual leave payout based on average GS 13 Step 10.

Table B:

- A. Payroll Ceiling is based on FY 17 on-board FTE of 737 on 31 Mar 2017. No price adjustments for COLAs are included.
- B. VERA/VSIP payout takes place in FY17 and does not impact FY18 or FY19.
- C. Lump Sum Leave payout takes place in FY17 and does not impact FY18 or FY19.
- D. Annual payroll of 590 remaining FTE after VERA/VSIP based on average annual labor cost. (\$145,479 x 590 = \$85,832,271).
- E. New hires of 147 FTE at GS 9 Step 1, start date April 2018.
- F. A-B-C-D-E = F.
- G. Average WCF Cost of \$5,641 per 737 FTE.
- H. Average WCF Cost of \$5,641 per 590 FTE.
- I. Average WCF Cost of \$5,641 per 147 FTE, start date April 2018.
- J. G-H-I = J.

XX. Region 7

Business Case

Region 7's low attrition rate (around 4%) will not generate enough attrition to create a sufficient number of vacancies to rebalance and reshape our workforce. In order to avoid the use of more drastic authorities, Region 7 would like to utilize VERA and VSIP to reduce the level of full time employee equivalents.

Targeting decisions were made by senior managers based on the specific mission needs required to reshape the Region 7 workforce with new skills and competencies. Through attrition gained by VERA and VSIP, we expect fewer higher graded positions and the most complex work (i.e., GS-13 level and above) will be reassigned to remaining higher graded positions in order to concentrate this work into fewer positions. In addition to creating more workforce balance between higher and lower graded positions, our restructuring is expected to introduce enhanced integration of multimedia approaches and advanced technology skills to more efficiently and effectively implement program objectives.

Region 7 will offer a total of 45 VERA/VSIP opportunities up to 168 non-SES positions which are eligible for either a regular retirement or an early retirement. The following occupational series are not the focus for VERA/VSIP in Region 7: SES, GS-510, GS-511, GS-1102, GS-1109, GS-2210 as well as Phased Retirees. Region 7 will not be offering VSIP to employees not currently eligible for regular retirement or an early retirement. As with other federal workforce restructuring authorities, the agency has the ability to reassign employees to minimize the impact of its restructuring efforts.

Region 7 will use these authorities in three focused themes to help transform the workforce:

- Restructure or reduce highly graded supervisory and non-supervisory positions at the GS-13 through GS-15 grade levels, across all divisions and geographic locations within Region 7 to meet our changing mission requirements and move to new models of work. The change in program priorities of the agency and the region has decreased the need for many specialized non-supervisory positions. The work of the non-supervisory positions can be consolidated, eliminated, or redistributed to lower-graded positions.
- Restructure to focus on core business functions in our regional programmatic support positions at the GS-9 through GS-15 grade levels, supervisory and non-supervisory positions, across all divisions within the Kansas and Missouri offices to more efficiently and effectively implement program objectives. Restructuring some of the positions performing these functions could reduce redundancies and promote greater efficiencies.
- Consolidate or reduce administrative or support functions positions at the GS-6 through GS-11 grade levels across all divisions in the Kansas offices to better align with current and projected workload needs. Region 7 may realign administrative support resources and combine functions to capitalize on efficiencies and for enhancing the positions with new skills and competencies. Region 7 will be in a position to pursue additional administrative support consolidation scenarios, or at the very least, will continue to consolidate the administrative support functions into fewer positions.

Region 7's goal is to reduce the overall workforce from 497 permanent employees to 452 permanent employees for FY 2017. VSIP opportunities will be offered to up to 45 employees. The estimate of the total number of employees in Region 7 who are expected to take early retirement is 10.

Specific Region 7 Divisional Plans:

Superfund Division

- 3 Remedial Project Manager positions within 1301 occupational series will be safe positions.
- 1 On Scene Coordinator and 2 Remedial Project Manager (total of 3) positions within 819 occupational series will be safe positions.
- Maximum offers up to 2 RPMs and 2 OSCs.

Budget Information

Table A – Direct Costs for VERA/VSIP	
45 of Targeted Positions for VSIP x \$25,000	\$ 1,125,000
Annual Leave Pay Out for 45 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step (GS-12/10) of the targeted pool \$45.16 x 240 x 45 of Targeted Positions}	\$ 487,728
Total Maximum Direct Costs	\$ 1,612,728

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	63,413,538	63,413,538
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	57,451,882	57,451,882
E. Payroll for 45 New Hires	\$2,980,823	\$5,961,645
F. Payroll Savings for 45 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,980,833	\$11
G. Pre-VERA/VSIP Annual WCF Cost	2,400,000	2,400,000
H. Post VERA/VSIP Annual WCF Cost	2,220,000	2,220,000
I. WCF for 45 New Hires	\$90,000	\$180,000
J. WCF Savings for 45 VERA/VSIP Targeted Positions (J = G – H – I)	\$90,000	\$0
Projected Savings with VERA/VSIP (F + J)	\$3,070,833	\$11

FOOTNOTES:

Table B

- A. Based on FY2016 total payroll expense incurred.
- B. All V/V payout cost in FY 2017. No cost incurred in FY 2018 or 2019.
- C. All V/V leave payout cost in FY 2017. No cost incurred in FY 2018 or 2019.
- D. For 2018 and 2019, Pre-V/V annual payroll cost less 45 targeted positions x GS-12 step 10 average salary of \$128,644 or [\$63,791,000 – (45 x \$128,644)].
- E. Assumes 45 rehires/restructured positions filled at GS-12 step 10 average salary of \$132,481.
- F. n/a
- G. Based on FY 2016 authority of \$2,400,000 rounded up. Assume FY 2018 and 2019 WCF authority relatively constant.
- H. Pre-V/V WCF cost of \$2,400,000 less 45 targeted positions x average of \$4,000/employee or [\$2,400,000 - (45 x \$4,000)]
- I. Assumes 45 rehires/restructured positions at average WCF/employee of \$4,000
- J. n/a

XXI. Region 8**Business Case**

As of May 1, 2017, Region 8 employed 525 full-time, permanent employees. Approximately 97 of our employees are retirement eligible and additional 127 employees are eligible for VERA. This VERA/VSIP proposal targets a total of 64 positions and sets forth a maximum total number of 8 VERA/VSIP offers in the Region 8 duty stations of Denver, CO; Laboratory in Golden, CO; Pierre, South Dakota and Butte, Helena and Libby, MT. The estimated total number of employees who will take early retirement is 6. No employees would be involuntarily separated, downgraded or transferred as a result of this proposal. The maximum number of employees who would be involuntarily reassigned is 34. Any reassignments would be the result of consolidation of units through the reduction in the number of supervisory positions. A small number of reassignments or hires could be needed in future fiscal years to fill positions which are restructured as a result of this proposal.

Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below positions; a decrease in GS-13 and above positions; and a significant shift away from support positions. The region's intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited number of higher graded positions. VERA and/or VSIP will be offered to eligible employees where opportunities exist to achieve these reshaping goals.

Region 8 will use both the VERA/VSIP authorities to make near-term workforce adjustments. The region will offer VERA and/or VSIP to all eligible employees in the following categories:

- All non-supervisory GS-14 and GS-15s except attorneys, public affairs specialists, and toxicologists in order to restructure and consolidate highly graded non-supervisory positions. A maximum of 2 VERA or VSIP offers will be made in this category. Through attrition gained by VERA/VSIP, the region will reassign the most complex work (i.e., GS-14 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11/12/13 positions.

- All supervisory GS-14 and GS-15 supervisory environmental protection specialists in order to restructure supervisory positions. A maximum of 4 VERA or VSIP offers will be made in this category. Offers will only be accepted on a case-by-case basis. Where possible, the region will take the opportunity to consolidate units in order to improve supervisory to staff ratios. If this is not possible, due to staff size or the nature of the work of the unit, the region will restructure these positions to one of the professional series, such as physical scientist or environmental engineer. Offers will not be made in situations where neither unit nor position restructuring is possible.
- All administrative officers and environmental protection assistants in order to consolidate administrative functions. A maximum of 2 VERA or VSIP offers will be made from this category. Work will be reassigned to existing administrative staff or eliminated, as appropriate.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
8 Targeted Positions for VSIP x \$25,000	\$ 200,000
Annual Leave Pay Out for 8 Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool (GS-14/7) x 240 x 8 positions}	\$ 121,287
Total Maximum Direct Costs	\$ 321,287

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$78,956,715	\$78,956,715
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$77,558,164	\$77,558,164
E. Payroll for 7 New Hires	\$411,271	\$822,542
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$987,280	\$576,009
G. Pre-VERA/VSIP Annual WCF Cost	\$2,817,558	\$2,817,558
H. Post VERA/VSIP Annual WCF Cost	\$2,788,678	\$2,788,094
I. WCF for 7 New Hires	\$12,635	\$25,270
J. WCF Savings for 7 VERA/VSIP Targeted Positions (J = G – H – I)	\$16,245	\$4,194
Projected Savings with VERA/VSIP (F + J)	\$1,003,525	\$580,203

FOOTNOTES:

Table A

1. Used an average of GS 14/7 for Region 8, locality for Denver, CO. Used the standard 240 hours, with 8 maximum, accepted offers during FY17.

Table B

- A. Based on projections done by R8 through pay period 15 and March PHS.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes GS-14/7 annual salary x 32.54% for benefit costs x 8 positions, subtracted from A.
- E. Assumes 7 rehires/restructured positions at GS-12/5 x 32.54% benefits (\$117,506) x ½ year for 2018, full-year for 2019
- F. A – B – C – D -E
- G. Assumes WCF allocation from FY17 enacted budget for Region 8.
- H. Assumes \$3610 x 8 = \$28,880, taken from G for FY18; for FY19, assumes a 2% increase in costs \$3683 x 8 = \$29,464, taken from G.
- I. Assumes 7 re-structured positions WCF at \$3610
- J. G – H - I

XXII. Region 9

Business Case

For specific organizations and designated positions located in San Francisco, CA, Region 9 will use the VERA/VSIP authorities to decrease the number of supervisory positions, reduce highly-graded non-supervisory positions, and streamline administrative support, STEM and other administrative and program operations by consolidating, reducing and restructuring positions to achieve workforce reductions in the following areas.

VERA & VSIP Categories and Specific Positions

For positions located in San Francisco, CA, the following categories and specific positions are included in Region 9's VERA/VSIP request.

Delaying (increasing supervisor-to-staff ratio): Pending the completion of a regional review of all supervisory positions, we will achieve workforce reductions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape the Public Affairs Office by one Supervisory Public Affairs Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.
- Environmental Management Division: Reduce and reshape the Infrastructure Services Branch by one Supervisory Information Technology Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.

Consolidate or reduce administrative or support functions: To improve administrative support functions through consolidation, we will reduce and reshape positions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape administrative support positions within the Immediate Office by one Administrative Specialist position.
- Water Division: Reduce and reshape the administrative support team by three Environmental Protection Assistant positions including one position at the GS-7 level and two positions at GS-8 level.

Restructure or reduce highly-graded non-supervisory positions: Reduce and reshape highly-graded non-supervisory positions in the following organizations.

- Enforcement Division. Reduce and reshape two non-supervisory Environmental Protection Specialist positions including one GS-14 position and one GS-15 position. These positions will be restructured to lower-graded positions aligned to the agency's program priorities.
- Superfund Division. Reduce and restructure one non-supervisory Environmental Scientist (On-Scene Coordinator) position in the Emergency Response Section with promotion potential limited to the GS-13 level.

Restructure to focus on STEM/programmatic priorities: Reduce and reshape STEM and program specialist positions to align with new environmental program priorities in the following organizations.

- Enforcement Division. Reduce and reshape positions to establish a more efficient and effective Federal enforcement and compliance program aligned with the agency's strategic direction across all program job series including:
 - Environmental Protection Specialist positions including one GS-12 and four GS-13 graded positions. The reductions will be used to reassign staff to new program priorities. STEM positions including two Environmental Engineer positions and two Environmental Scientist positions. The reductions will be used to reassign staff to new program priorities.
- Superfund Division. Reduce and reshape positions to establish a more efficient and effective emergency and remedial response programs to meet new program directions including:
 - Restructuring one On-Scene Coordinator position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reduction will allow us to reassign staff to align with program activities. Restructuring one Remedial Project Manager position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reductions will be used to reassign staff to align with program activities.
- Environmental Management Division. Reduce and reshape the environmental management system program within the Infrastructure Branch by one Environmental Scientist, GS-13 position. The reduction will be used to reshape and realign program activities within the region.

Consolidate and streamline functions/activities

- Office of Regional Counsel: Reduce two non-supervisory Attorney-Advisor positions including one position at the GS-14 level and one position at the GS-15 level to realign staffing with program activities.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Post-VERA/VSIP Operations

The VERA/VSIP plan includes a plan to reorganize the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division. Using VERA/VSIP, we have identified two supervisory positions and twenty-two non-supervisory positions across the region. The number of positions scheduled for voluntary separation represents a 3% reduction of the region's workforce. The VERA/VSIP plan identifies the minimum number of positions needed to achieve near term workforce reductions without compromising program commitments.

Following the conclusion of the VERA/VSIP separations, a reorganization plan to restructure the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division will be finalized for implementation. Additionally, the region will assess the workforce separations and implement streamlining plans to consolidate administrative support services, reduce work in non-priority areas, and reassign personnel, as necessary, to perform agency program objectives.

We anticipate processing the following personnel actions to implement restructuring plans:

- Directed Reassignments to balance supervisor-to-staff ratios among remaining supervisors
- Directed Reassignments to realign position assignments to program priorities
- Details
- Abolish no longer needed supervisory or higher-graded positions

Use of VERA and VSIP

The two programs will be used to gain voluntary separations from positions that have been identified for reshaping to gain program efficiencies in the following workforce areas:

- Improving the supervisor-to-staff ratio in designated organizations;
- Consolidating and restructuring of administrative support positions; and
- Restructuring STEM and non-STEM administrative and program positions to align with the agency's program priorities.

VERA Information

Region 9 employs 736 permanent employees of whom 208 are eligible for VERA.

The FY17 Region 9 workforce reduction plan targets 23 positions, which includes 167 permanent employees of whom 45 are eligible for VERA.

The total number of employees in the agency/organization who are expected to take early retirement is estimated to be 6.

Budget Information

Table A – Direct Costs for VERA/VSIP	
23 of Targeted Positions for VSIP x \$25,000	\$ 575,000

Annual Leave Pay Out for 23 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 23 of Targeted Positions}	\$ 300,271
Total Maximum Direct Costs	\$ 875,271

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$113,007,397	\$113,007,397
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$110,396,289	\$110,396,289
E. Payroll for 23 New Hires	\$778,895	\$1,557,790
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,832,213	\$1,053,318
G. Pre-VERA/VSIP Annual WCF Cost	\$4,355,646	\$4,355,646
H. Post VERA/VSIP Annual WCF Cost	\$4,244,096	\$4,244,096
I. WCF for 23 New Hires	\$55,775	\$111,550
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$55,775	\$0
Projected Savings with VERA/VSIP (F + J)	\$1,887,988	\$1,053,318

- A. Assumes payroll allocation from FY17 Enacted budget for Region 9.
B. VERA/VSIP payout takes place in FY17 and does not impact FY18 or FY19.
C. Leave payout takes place in FY17 and does not impact FY18 or FY19.
D. Assumes annual payroll costs of average salary of eligible positions, \$113,526, x 23 positions = \$2,661,108.
E. Assumes hiring 23 GS-09 step 5 positions in San Francisco. Start date: April 2018.
F. A-B-C-D-E.
G. Assumes working capital fund allocation from FY17 Enacted budget for Region 9.
H. Assumes \$4,850 WCF per person x 23 positions = \$111,550.
I. Assumes \$4,850 WCF per person.
J. G-H-I.

XXIII. Region 10

Business Case

Region 10 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts in four areas:

- Restructure to focus on STEM/programmatic priorities;
- Consolidate and streamline functions/activities/reduce the number of programs;
- Restructure or reduce highly-graded supervisory or non-supervisory positions; and

- Consolidate or reduce administrative or support functions.

Region 10 employs 544 non-term employees (including part-time employees). Currently, 118 (22%) of Region 10's workforce is eligible for a Regular Retirement, and 125 (23%) are eligible for an Early Retirement. Region 10 estimates this proposal will achieve greater results and accelerate efficiencies by building on the successful VERA/VSIP processes in FY14 and FY15 in which 53 people (nearly 10% of the workforce) separated. Using a strategic focused approach to identify eligible positions in each Office, the region believes that VERA/VSIP can accelerate its continuing progress on workforce restructuring goals. Region 10 estimates that offering VSIP in conjunction with VERA will increase the region's ability to meet these goals. Region 10 does not plan to offer VSIP to employees not currently eligible for Regular Retirement or Early Retirement, as management has determined that approach will not enable the organization to preserve key skill sets and positions supporting mission objectives. The estimate of the total number of employees in Region 10 who are expected to take early retirement is 10.

Absent a VERA/VSIP, Region 10 anticipates no involuntary actions of an adverse nature, although some employees may need to be reassigned. Region 10's implemented of a significant reorganization in 2016 and does not anticipate undertaking additional reorganization following the implementation of this VERA/VSIP proposal. The theme-based paragraphs below convey a sense of how the region would operate with certain positions restructured, eliminated, or reclassified with a different set of programmatic responsibilities and technical skill sets.

All of the region's offers would be made to individuals holding positions targeted for restructuring or elimination. The region would need to undertake a small number of personnel actions (such as reassignments and/or merit promotions) once those accepting offers have departed to fully implement this plan.

Region 10 proposes to extend a maximum of 19 VERA/VSIP offers among incumbents of 44 targeted positions which are eligible for either regular or early retirement. Duty stations are primarily in Seattle, but also in Richland, WA and Portland, OR. These nineteen planned offers fall into four of the six major themes identified by the agency. Assuming the offers are accepted and positions vacated, the region plans to restructure or eliminate these positions as described in the targeted position spreadsheet.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 475,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 224,640
Total Maximum Direct Costs	\$ 699,640

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	75,360,000	75,360,000
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	72,517,928	72,517,928
E. Payroll for # New Hires	1,259,487	2,518,974
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	1,582,585	323,098
G. Pre-VERA/VSIP Annual WCF Cost	2,168,900	2,168,900
H. Post VERA/VSIP Annual WCF Cost	2,091,000	2,091,000
I. WCF for # New Hires	34,850	69,700
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	43,050	8,200
Projected Savings with VERA/VSIP (F + J)	1,625,635	331,298

A. Includes benefits approximated at 35% of salary.

D. FY17 estimated annual payroll (line A) less 19 FTEs average cost.

E. Assumes 17 FTEs external to Region 10 at mid-year in FY18.

G Uses estimate of \$4100 per FTE.

H. FY17 estimated WCF (line G) less (\$4100*19).

I. Assumes half of WCF costs mid-year in FY18 (\$2050*17) and full costs in FY19 (\$4100*17).

**U.S. Environmental Protection Agency
Voluntary Early Retirement and Voluntary
Separation Incentive Payments Authorities
Business Cases and Budget Projections**

EPA Business Cases and Budget Projections

I. Introduction

In order to address the U.S. Office of Management and Budget's directive (M-17-22) to reform the agency to be more efficient and effective, EPA is seeking to reduce, restructure and reshape its various program and regional offices according to the following themes: layering to increase supervisor to staff ratio; consolidation or ~~reduce-reduction of~~ administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions/activities/reduce number of programs. VERA and VSIPs will be offered to all regional offices and program offices except the Office of Inspector General (22 total offices). If the number of applications received exceeds the total number of VSIPs we can offer, approvals will be based first on service computation date for leave, then on entry on duty date (total EPA years of service.) If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first.

II. Office of the Administrator

Business Case

The Office of the Administrator over the course of many years has become one of the most highly graded organizations in the agency. As part of our strategic vision, we will continue to evaluate how well AO's organizational structure and staffing meets the agency's needs; ensuring that AO operates efficiently and effectively. Consequently, AO requests to:

1. Offer the VERA/VSIP to a generally broad segment of the AO workforce. We believe this inclusive approach will allow the majority of AO employees to decide if this is the right time for

them to accept the VERA/VSIP rather than management deciding for them by limiting the positions targeted.

2. Restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels. There has been a significant rise in nonsupervisory high-graded GS-14 and GS-15 positions in AO; these positions represent nearly half of our entire staff.

3. At a later date, reshape the workforce to reflect changes in programmatic direction; strengthen technical programmatic expertise with the appropriate skill mix; and maximize administrative support positions.

4. We will conduct ongoing assessments to ensure that AO's organizational structure meets current and future operational needs. Each Associate Administrator and Staff Office Director will continue to discuss their organization's priorities with the Chief of Staff and Deputy Chief of Staff. These structured meetings will specifically discuss how AO will advance the Administrator's priorities for the remainder of FY17 and begin analysis of FY18 conditions as information becomes more available. These discussions will enable refined assessment of the workforce, budget, and efficiencies across AO, ~~as well as~~ as well as set priorities and develop action items AO-wide. Additionally, these discussions will aid in identifying potential savings and synergies to maximize effective utilization of AO's resources.

Information Required for VERA and VSIP Requests

Overall AO has targeted 152 positions out of a total 339 positions (339 does not include political appointees). Of the targeted positions, 110 of the 152 are GS-13 or higher and all are non-supervisory. We intend to offer VERA/VSIP to restructure a maximum of 64 positions in AO. All positions, with the exception of one SL level position which will be eliminated, that are offered VERA/VSIP will be restructured, primarily at a lower grade level. AO will continue to identify opportunities to improve the efficiency and effectiveness of the existing workforce by offering opportunity to train and develop staff through creative approaches using short-term assignments via Skills Marketplace; details through Talent Hub; and opportunities to participate in training and developmental programs. In addition, AO will continue to seek ways to streamline processes; eliminate or modify areas of redundancy, and encourage our workforce to join networks to share new methods and resources for performing the day-to-day work in support of the office mission and the Administrator's overall goals.

Finally, each office has developed a plan to maintain office functions while positions are restructured and re-staffed. Their selection of positions to be offered is predicated on their ability to restructure the position and hire employees with new skills and at lower grade levels to meet future requirements — up to their AO designated FTE ceiling.

Both the VERA and VSIP opportunities will be offered to staff in targeted series in all 12 individual offices within the Office of the Administrator. Targeting decisions were made by senior managers based on the specific mission needs required to reshape the workforce and lower the overall personnel compensation and benefits salary base. This proposal sets a maximum number of VSIPs to be offered for each series in each office. Decisions on who receives VSIPs will be made on the basis of seniority. These offers are based on an understanding that these offices will be allowed to restructure position and staff up to their AO authorized FTE ceiling.

NOTE: Given the pool of available candidates across our offices, if AO does not receive a high percentage of applicants at the GS-15 or GS-14 levels in any particular office, we request the flexibility to increase (or decrease) the offer number in one or more categories, as long as our total reduction does not exceed a total of 64.

VSIP-Specific Information

The targeted position spreadsheet identifies the details of the specific positions to be offered VSIP and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level with only one exception as noted above. The maximum amount of voluntary separation incentive payments to be offered in AO is 64. In AO everyone that is early out (VERA) is VSIP eligible as well. Our organizational charts are attached – AO is not making any changes to its organizational structure at this time. However, we continue to assess potential opportunities to gain greater efficiencies.

VERA-Specific Information

The total number of position with the Office of the Administrator potentially undergoing change is 64. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level except one. AO does not have any employees in the program who will be involuntarily separated, downgraded, transferred, or reassigned as a result of these actions. AO has a total number of 75 employees eligible for early retirement. The estimated total number of employees in the Office of the Administrator who are “likely” to take early retirement is approximately 30, which is about 40% of the total eligible employees.

The Office of the Administrator plans to offer opportunities for temporary assignments with possible reassignments; using Talent Hub to post opportunities for lateral reassignments; and allow offices to recruit, where needed, at the lowest grade level possible for specific skillsets that are not available within the agency. These recruitments will include the restructured positions which will decrease in the total number of the overall non-supervisory GS-14/15 positions.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,625,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool	\$999,804

\$64.09 x 240 x 65 of Targeted Positions}	
Total Maximum Direct Costs	\$2,624,804

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$70,252,000	\$70,252,000
B. VERA/ VSIP Payout Cost	\$1,600,000	
C. Leave Payout Cost	\$984,422	
D. Post VERA/VSIP Annual Payroll Cost	\$61,720,339	\$65,438,323
E. Payroll for # New Hires (GS 7,9,11) \$28.35 x 2080 x 64 of Targeted Positions	\$3,773,952	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,173,287	
G. Pre-VERA/VSIP Annual WCF Cost	\$5,375,245	
H. Post VERA/VSIP Annual WCF Cost	\$5,051,998	
I. WCF for # New Hires	\$317,923	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$5,323	\$5,323
Projected Savings with VERA/VSIP (F + J)	\$2,178,610	\$4,819,000 (A-D+J)

III. Office of Air and Radiation

Business Case

Over time, OAR has taken a number of steps to reshape its administrative workforce, including:

- Reorganizing work units and realigning or eliminating positions in order to consolidate mission support functions;
- Replacing positions performing non-inherently governmental clerical duties with grantees; and
- Offering separation incentives to employees whose positions were identified as redundant or obsolete.

Such incremental efforts, combined with ongoing attrition, have proven effective at realizing improved customer service with fewer positions and a lower cost to payroll. Also, in recent years EPA has adopted new internet-based data systems that require analysts who are skilled in using the full capability of the systems and who must be able to produce and interpret data reports. As the demands of mission support

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functions have evolved, OAR has found that on-the-job training is not always sufficient to enable employees to use these systems effectively, and that new skills sets are needed.

In the event that EPA determines that OAR will offer new separation incentives, such incentives will be offered to non-SES positions in administrative series, predominantly in the 0300 family, in order to: 1) continue OAR's efforts to realize workforce efficiencies by consolidating and eliminating positions that are no longer mission-critical or that can be done at lower grade levels; and 2) refocus efforts on programmatic priorities.

Our proposal seeks to streamline administrative operations and reduce the number of personnel with obsolete skills. In addition, in certain offices, it is necessary to redirect limited resources from general administrative services to essential programmatic functions required for meeting agency strategic goals, as well as to support new and emerging agency priorities and federal environmental and programmatic mandates.

This VERA/VSIP proposal includes a total of 67 eligible positions and sets forth a maximum total number of 20 VERA/VSIP offers in OAR, as shown in the targeted position spreadsheet.

For any positions vacated by an employee who accepts VERA/VSIP, the office will redistribute mission-critical duties to existing positions to the extent possible. Depending on the availability of FTE in FY2018 and beyond, offices will seek to fill any competency gaps not addressed through redirection of duties by establishing positions and recruiting for skill sets needed for programmatic and mission-critical priorities as permitted by EPA.

How VSIP will be used in conjunction with VERA

About 15% of OAR's workforce is eligible for optional retirement. Combined with employees eligible for early retirement, the total number of VSIP + VERA employees constitutes 40% of our workforce. We are requesting authority to offer VSIP/VERA in order to reach the goal of 20 voluntary separations. Offering VSIP/VERA is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and better align the skill sets needed to meet current and future mission needs.

VSIP-Specific Information

The categories of positions that will be offered VSIP are the same as those indicated in the targeted position spreadsheet. This VERA/VSIP proposal targets a total of 67 positions and set forth a maximum total number of 20 VERA/VSIP offers in OAR. OAR will accept VSIP offers alone, or in combination with VERA or Optional Retirement.

OAR does not expect that any reorganizations will be necessary after the agency has completed the incentive payments. However, OAR will continue to explore ways to further improve workforce efficiencies.

VERA-Specific Information

OAR employs 1,119 employees as of May 12, 2017. Approximately 270 employees are eligible for early retirement. The estimate of the total number of employees in OAR who are expected to take early retirement is five or fewer.

As stated above, at this time, OAR does not expect that any reorganizations will be necessary post-VERA/VSIP. Certain personnel actions may be necessary as a result of the departures of staff. Some position descriptions may need to be updated to reflect new or amended duties, and this could require the processing of reassignment or realignment actions if the change is more than minimal. In addition, depending on where these departures occur, it may be necessary to offer details/temporary promotions to cover work if it cannot be handled by current staff. We would expect these actions to be few and used mainly if workforce departures are unevenly distributed.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 500,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 245,000
Total Maximum Direct Costs	\$ 745,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$172,283,000	\$172,283,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$170,163,000	\$170,163,000
E. Payroll for # New Hires	\$225,875	\$451,750
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$1,894,125	\$1,668,250
G. Pre-VERA/VSIP Annual WCF Cost	\$14,725,000	\$14,725,000
H. Post VERA/VSIP Annual WCF Cost	\$14,545,000	\$14,545,000
I. WCF for # New Hires	\$22,500	\$45,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$157,500	\$135,000
Projected Savings with VERA/VSIP (F + J)	\$2,051,625	\$1,803,250

- A. Assumes payroll allocation from FY17 Enacted budget for OAR.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes annual payroll cost of average salary of eligible positions (\$106,000) x 20 positions = \$2,120,000.
- E. Assumes hiring 5 GS-12, step 5 positions in Washington, DC. Start date April 2018.
- F. A – B – C – D – E
- G. Assumes working capital fund allocation from FY17 Enacted budget for OAR.
- H. Assumes \$9K WCF per person x 20 positions = \$180,000.
- I. Assumes \$9K WCF per person.

IV. Office of Administration and Resources Management

Business Case

The Office of Administration and Resources Management is requesting approval authority for the use of VSIP and VERA to transform its workforce by placing a renewed focus on core business services, eliminating business services with low demand, centralizing internal support in select administrative areas, and reshaping the workforce to optimize support to the agency.

OARM has 698 permanent employees. The VERA/VSIP plan targets 154 positions: 34 positions in support job series and 120 positions in programmatic series. Targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is 98 as shown in the targeted position spreadsheet. These offers span 20 different job series. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. The estimate of the total number of employees in OARM who are expected to take early retirement is five. OARM will focus on the following themes:

- Restructure or reduce highly graded, supervisory and non-supervisory staff positions (GS 14 and 15) into lower graded positions that support the skills and competencies needed to meet current and emerging mission and program requirements and rebalance the current structure and recruit at lower grade and career ladder levels. (Note that in one of OARM's divisions (OROM/FACMD) the pool for 0343 positions does not include one GS-14. This position acts as the Committee Management Officer and is excluded because it is required by GSA and the FAC Act.)

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~~*In OROM the pool for 0343 positions in FACMD does not include one GS-14. This position acts as the Committee Management Officer and is excluded because it is required by GSA and the FAC Act.~~

- Restructure positions to focus on core business functions where needs can be met more economically, by leveraging technology, or utilizing other resources. Includes the printing function, printing officers, and elimination of embedded attorney services in favor of OGC expertise. These positions will be restructured at lower grade levels and into positions that support core business functions.

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- Consolidate or reduce administrative or support functions to increase emphasis on positions and series directly supporting our core business functions – facility, engineering, contract, grant and human resources management.

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- Reduce the number of employees in specific occupational series (e.g., automation clerks, secretaries, procurement analysts, grants assistants, program and management analyst positions).
- Realign current administrative specialists and program analysts to consolidate internal HR support and budget execution in OARM to achieve efficiency.
- Restructure positions to recruit candidates having skills required to close current competency gaps.

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

How VSIP will be used in conjunction with VERA

OARM has 121 employees eligible for regular retirement and 164 eligible for early retirement through VERA in the above identified series. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to OARM to reshape its organization. The VSIP can further increase the potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities. Thus,

Hence, the combination of VERA and VSIP provides the greatest likelihood of the for OARM achieving the necessary reshaping and restructuring of its workforce.

The types of personnel actions anticipated as a result of the above proposed restructuring and elimination of positions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and possible external competitive recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 2,450,000
Annual Leave Pay Out for 98 Targeted Positions for VERA, Optional Retirement or Resignation {\$64.86* per hour x 240 x 98 Targeted Positions}	\$ 1,525,507.20
Total Maximum Direct Costs	\$ 3,975,507.20

*Payroll estimated on a GS-13, step 5 (\$51.48) with 26% included for loaded cost in Washington, D.C.

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$110,695,000	\$110,695,000
B. VERA/ VSIP Payout Cost	\$2,450,000	\$2,450,000
C. Leave Payout Cost	\$1,525,507.20	\$1,525,507.20
D. Post VERA/VSIP Annual Payroll Cost	\$96,485,000	\$96,485,000
E. Payroll for 84 New Hires	\$4,617,900	\$4,617,900
F. Payroll Savings for 98 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$5,616,592.80	\$5,616,592.80
G. Pre-VERA/VSIP Annual WCF Cost	\$6,280,000	\$6,280,000
H. Post VERA/VSIP Annual WCF Cost	\$5,473,852	\$5,473,852
I. WCF for 84 New Hires	\$690,984	\$690,984
J. WCF Savings for 98 VERA/VSIP Targeted Positions (J = G – H – I)	\$115,164	\$115,164
Projected Savings with VERA/VSIP (F + J)	\$5,501,428.80	\$5,501,428.80

V. Office of the Chief Financial Officer

Information Required for VERA and VSIP Requests

OCFO plans to reduce the number of administrative positions by using VERA/VSIP authorities to:

- Eliminate a clerk position.
- Reduce the number of financial technician positions.
- Reduce the number of secretary positions within OCFO's Office of the Controller (Reduce the number of management analyst positions within OC).

In addition, OCFO plans to reduce the number of financial management positions in OC by using VERA/VSIP authorities to:

- Reduce the number of financial specialist positions.
- Reduce the number of accountant positions.

Vacated clerk, secretary, and financial technician positions will be abolished. After VERA/VSIP offers have been accepted, OCFO will determine how many OC positions remain in the management analyst, accountant, and financial specialist series, and make appropriate workforce decisions. These decisions include possible reassignments of remaining personnel to fill positions in other parts of OCFO to fill mission-critical needs. The decisions also include possible restructuring to fill a small number of vacated positions with new skills needed to perform and support advanced data analytics and deliver secure, high-quality financial management processes, operations, and systems. These changes would be part of EPA's continuing efforts to meet the demand for a technologically sophisticated, analytical financial management workforce, as well as qualified technical and IT security staff.

OCFO will be able to operate without eliminated positions due to increased use of technology. Over time, the agency's financial management programs and functions have undergone significant change, particularly in the use of technology. In October 2011, the agency implemented the Compass Core Financial System, a key element of EPA's overall Financial System Modernization Plan, which provided increased integration among EPA's various systems and added new functionality. Now, we will take greater advantage of the full functionality of Compass to reduce our need for separate systems which cost time, money, and staff resources to integrate. As just one example, moving portions of the payment tracking systems and other interfacing systems into Compass will eliminate the need to reconcile discrepancies when all functionality is housed in one system. This should result in streamlined processes, better data quality, and reduced staff needed for integration of the separate systems and reconciliation of data. As a result, the workforce supporting the agency's financial management operations including the supporting administrative staff, which are located in OCFO, can be restructured and reduced, while qualified technical and IT security staff would be maintained.

We will be able to realign or reorganize to create operational efficiencies, while at the same time minimize any potential negative impacts on the workforce. We also plan to recruit for new skills needed by hiring a modest number of positions. We will recruit candidates who have analytical and critical thinking, and information management and technology skills. If needed, OCFO will implement management-directed reassignments or details to ensure mission-critical programs are not interrupted. OCFO's senior leadership will ensure that the highest priorities of EPA and OCFO will be carried out during this time of organizational change and workforce restructuring.

VSIP will be used in conjunction with VERA to maximize the incentives for employees to accept a VERA/VSIP offer. OCFO's attrition rate is low, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. For these individuals, VSIP is the only incentive we can offer. Another target group is eligible for neither optional retirement and nor early retirement. For these individuals too, VSIP is the only incentive available. Given that a reduced government income relative to optional retirement is inherent in VERA, we anticipate VSIP to be a necessary enticement also among the target group who are VERA-eligible. VERA authority in conjunction with VSIP will be essential if we are to reach our goal of 27 voluntary separations from among a target group of 160.

VSIP-Specific Information

- The maximum number of VERA/VSIP to be offered is 27.
- The maximum amount that will be paid is \$25,000.
- The total maximum amount that will be paid is \$675,000.

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A maximum of 27 VSIP payments would be offered in accordance with the targeted position spreadsheet.

VERA-Specific Information

As of May 15, 2017, OCFO has 303 non-temporary employees on board. 83 employees are eligible for early retirement. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is 20. At this time, we anticipate one position in an occupational series that OCFO no longer needs may require the incumbent to be involuntarily separated unless the individual accepts a VERA-VSIP offer or finds a position in another EPA office or federal agency. The types of personnel actions anticipated as a result of OCFO's need for VERA include separations, details (if necessary), reassignments, abolished and/or reclassified positions, and internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
27 VERA/VSIP Offers x \$25,000	\$ 675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate (\$49.66) based on the average grade and step (GS-12, Step 10) of the targeted pool x 240 x 27 Offers to Targeted Positions}	\$ 321,797
Total Maximum Direct Costs	\$ 996,797

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate ¹	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$43,281,345	\$43,281,345
B. VERA/ VSIP Payout Cost ²	\$675,000	\$0
C. Leave Payout Cost ²	\$321,797	\$0
D. Post VERA/VSIP Annual Payroll Cost ²	\$39,913,078	\$39,913,078
E. Payroll for 7 New Hires	\$725,473	\$725,473

F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A - B - C - D - E)	\$1,645,997	\$2642794
G. Pre-VERA/VSIP Annual WCF Cost ³	\$2,163,000	\$2,163,000
H. Post VERA/VSIP Annual WCF Cost	\$1,974,000	\$1,974,000
I. WCF for # New Hires	\$49,000	\$49,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G - H - I)	\$140,000	\$140,000
Projected Savings with VERA/VSIP (F + J)	\$1785997	\$2,782,794

¹Based on FY 2017 projected payroll

²Calculations are based on a GS-12 Step 10 (for 2017 in Washington DC), the average cost of the targeted pool. Eligible employees are located in Washington, RTP, Cincinnati, and Las Vegas. The 2017 GS-12 Step 10 salary is \$103,639 or \$49.66/hr. With a 30% increase to account for benefits, the total annual cost is \$134,730 annually.

³Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and is estimated at \$7,000 per position. Savings for 27 positions for one year is \$7,000 x 27 positions = \$189,000.

VI. Office of Chemical Safety and Pollution Prevention

Business Case

OCSPP is requesting approval authority for the use of VSIP and VERA together to transform its workforce to meet administrative and programmatic challenges facing the organization by reducing administrative support positions through efficiencies and technology, reshaping the organization to reflect changes in programmatic direction and increased efficiency, and reducing and restructuring our highly-graded full-time equivalents. OCSPP plans to offer both VSIP/VERA together (except for series GS-0303 which will only receive VSIP).

- Reduce the number of Miscellaneous Clerk and Assistant positions across OCSPP. As technology use across the workforce has expanded, many of the activities of the administrative staff in this series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into user-friendly automated systems, i.e., Concur, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in this administrative field and will enable the organization to reduce obsolete skills and consolidate a broader range of functions. OCSPP has 3 of these positions. One is in the Office of Pollution Prevention and Toxics (GS-10) in Washington, DC, and 2 are in the Office of Pesticide Programs in Arlington, VA (GS-7, GS-8). All offers would be accepted.
- Reduce and restructure the work of non-supervisory Miscellaneous Administration and Program Series positions in the OCSPP IO to restructure positions with new skill sets that advance multimedia approaches and new technology. The IO will look to restructure positions requiring broader programmatic experience, communication and communication technology, and the use of collaboration tools to better support the IO senior management. The IO would evaluate and determine how to restructure any position prior to filling the position. The IO has 2 GS-13 non-supervisory positions in this series in Washington, DC. All offers would be accepted.
- Reduce the number of Miscellaneous Administration and Program Series positions in OPPT's Information Management Division. The functions of OPPT have evolved with the manner and processing of submissions under the Toxic Substances Control Act (TSCA). Increased electronic

reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OPPT would expect to fill any new FTE positions at lower grades in restructured positions. OPPT has 4 non-supervisory GS-13 positions in this series in IMD. Up to two offers would be accepted.

- Reduce and restructure the number of non-supervisory GS-15s across OCSPP. Many non-supervisory GS-15 positions were established to focus on specific programs when sufficient higher graded work was present. Program priorities have evolved over time and continue to do so and not all of these positions are currently required. Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OCSPP will review positions that are vacated and determine whether the work of the position is needed or whether it should be abolished. If the position is still needed, we will evaluate and determine how it will be restructured before filling. Decisions on job series, duties, grade, and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties, different job series or a different grade level appropriate for the scope of duties for that position. OCSPP has 56 positions eligible for retirement or early retirement (this excludes one IT security position). Up to 43 offers would be accepted across many series (3 in the IO; 22 in OPPT, 15 in OPP (see the next bullet), and 3 in the Office of Science Coordination and Policy). Positions are located in Washington, DC, Arlington, VA, Chicago, IL and Ft. Meade, MD.
- Reduce the number of OPP supervisory positions by restructuring branches in two OPP divisions. These new structures will consolidate functions across several branches to increase efficiency and ~~reduce~~ increase the supervisor-to-staff ratios. In the Health Effects Division, OPP would combine information functions with science information functions into a single unit; and also combine scientific specialties related to health effects and exposure into one branch. This restructuring would lead to better cross-sharing of information and more efficient use of technical capabilities and staff resources. In the Pesticides Re-evaluation Division, OPP would eliminate one branch and task work from that branch across three other branches, eliminating the need for an administrative services branch. Reshaping these branches helps with increased efficiency and reduces the number of supervisors. OPP would re-task work to existing staff and supervisors. OPP currently has 3 positions located in Arlington, VA. Two of the three are GS-15-0343 Program Analysts, and one is a 0401 Interdisciplinary Biologist. Up to 15 positions would be accepted in OPP from this group and the OPP non-supervisory GS-15s combined (OPP current and future organization chart attached.)-

Commented [SM1]: Debbi – my change – it decreases the number of supervisors but INCREASES the supervisory ratio

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,250,000 (50 x \$25,000)
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$797,880 (\$66.49 x 240 x 50)
Total Maximum Direct Costs	\$ 2,047,880

Table B – Estimated Savings for FY 2018 through FY 2019

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	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$154,647,000	
B. VERA/ VSIP Payout Cost	\$1,250,000	
C. Leave Payout Cost	\$797,880	
D. Post VERA/VSIP Annual Payroll Cost	\$147,732,050	
E. Payroll for # New Hires	\$2,765,980	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,101,090	
G. Pre-VERA/VSIP Annual WCF Cost	\$8,703,000	
H. Post VERA/VSIP Annual WCF Cost	\$8,354,100	
I. WCF for # New Hires	\$139,560	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$209,340	
Projected Savings with VERA/VSIP (F + J)	\$2,310,430	

- A. EPM and S&T payroll (EPM and S&T payroll).
- B. \$25,000 x 50
- C. Average hourly for GS-13/5 x 240 hours x 50 staff (\$66.49 x 240 x 50)
- D. Anticipates all 50 staff (max offers) taking VERA/VSIP. Payroll in line A less fully loaded GS-13/5 (\$138,299 x 50).
- E. Assumes hiring of 20 new staff at yearly salary of \$138,299 per employee.
- F. See calculation formula above.
- G. From BAS 2016 Enacted
- H. Anticipates all 50 staff (max offers) taking VERA/VSIP.
- I. Assumes hiring of 20 new staff at yearly WCF cost of \$6,978 per employee.
- J. See calculation formula above.

VII. Office of Enforcement and Compliance Assurance

Business Case

The Office of Enforcement and Compliance Assurance is requesting authority for the use of VERA and VSIP to address longstanding shortfalls in extramural and other non-pay accounts through elimination or restructuring of positions vacated by departing employees.

OECA will offer VERA/VSIP broadly to enable redirection and refocusing of resources to establish a more efficient enforcement and compliance program aligned with the agency's strategic direction. OECA will accept VERA/VSIP applications for eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators, allowing the OECA to reshape its workforce, consolidate functions, and preserve extramural funds necessary to meet core business needs. The VERA/VSIP would encompass GS 5 – 15 positions in all locations. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

NOTE: Given the pool of available candidates, if OECA does not receive applicants at the numbers outlined in the Targeted Positions Template, we request the flexibility to increase (or decrease) the number in one or the other category, as long as our total does not exceed 51. This would be implemented by adhering to the selection criteria for each job category and then adjusting other categories where appropriate to meet overall target levels.

Through a combination of restructuring and elimination, OECA will refocus the workforce and balance extramural needs to meet changing priorities in coordination with our state and local partners. Some of OECA's components include separate administrative and program support functions which may be consolidated to reduce redundancies and promote greater efficiency. In addition, OECA may restructure compliance and enforcement activities across organizational lines to improve coordination and streamline functions. For the GS-2210 Information Technology Specialist positions, OECA will restructure two information-security positions and reassign work to lower graded employees in this series. While these are positions with direct-hire authority, reassignments internal to the agency should allow us to meet program needs.

Commented [LH2]: Need to verify if the targeted 2210s include IT Security. Those are the only 2210s with DHA.

Commented [SM3R2]: Yes it does – they are including two ISO positions in their 2210s. See text additions.

OECA has 681 non-temporary employees in targeted positions, of which 164 are VERA-eligible and 522 are VSIP-eligible. OECA plans to offer up to 51 VSIPs (with or without VERA) to eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators in a pool of 506 targeted positions. This broad applicant pool will enable a large-scale approach towards a multi-faceted reshaping effort.

The estimate of the total number of employees in OECA who are expected to take voluntary early retirement are 25. With a target of 51 positions overall, we plan to restructure 25 positions to meet changing agency priorities and eliminate 26 positions to address longstanding financial needs for critical agency support activities.

Personnel actions as a result of the VERA/VSIP will likely be part of broader agency reform and restructuring efforts and will be a combination of details, reassignments, competitive hires and realignments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,275,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 788,015
Total Maximum Direct Costs	\$2,063,015

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,598,000	\$92,598,000
B. VERA/ VSIP Payout Cost	\$ 1,275,000	
C. Leave Payout Cost	\$ 788,015	
D. Post VERA/VSIP Annual Payroll Cost	\$83,265,000	\$83,265,000
E. Payroll for # New Hires	\$ 915,000	\$ 1,830,000
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$ 6,354,985	\$ 7,503,000
G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,896,200	\$ 3,896,200
H. Post VERA/VSIP Annual WCF Cost	\$ 3,503,500	\$ 3,503,500

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I. WCF for # New Hires	\$ 38,500	\$ 77,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 354,200	\$ 315,700
Projected Savings with VERA/VSIP (F + J)	\$ 6,709,185	\$ 7,818,700

- A. Fully loaded average payroll cost for targeted positions (\$183,000 x 506).
- B. \$25,000 x 51.
- C. Average hourly for GS-14/7 x 240 hours x 51 staff.
- D. Fully loaded average payroll cost for targeted positions minus 51 (\$183,000 x 455).
- E. Assumes hiring of 10 new staff at yearly salary of \$183,000 per employee; 6 months of FY 2018/full year 2019.
- F. See calculation formula.
- G. Average WCF cost per employee in targeted positions (\$7,700 x 506)
- H. Average WCF cost for targeted positions minus 51 (\$7,700 x 455).
- I. Assumes hiring of 10 new staff at yearly WCF cost of \$7,700 per employee; 6 months of FY 2018/full year of FY 2019.
- J. See calculation formula.
- K. See calculation formula.

VIII. Office of Environmental Information

Business Case

OEI will offer VSIP and VERA opportunities to non-supervisory GS-15, GS-14, and GS-13 staff. Our workforce analysis shows a significant proportion of OEI's workforce (132 positions or 43%) is classified in nonsupervisory high-graded GS-14 and GS-15 positions. An additional 138 positions, or 45%, are GS-13; and only 11% are graded at or below the GS-12 level. OEI needs to have a balanced grade structure that is sustainable. Junior and mid-level staff are needed to support our IT and IM experts at the GS-14 and GS-15 levels. With the current distribution, a disproportionate number of OEI's staff is highly-graded experts, which does not allow for a career ladder growth path. Through restructuring, OEI aims to attract appropriately-skilled junior-level staff experienced in modern technology projects and programs. OEI is both an information technology and information management organization; a better distribution of these modern skills is needed to support the agency's mission.

After reducing the number of non-supervisory higher-graded positions (GS-13 and above), OEI will consolidate the higher graded work in remaining positions. Temporary work assignments may be required for high priority projects while the hiring plan is implemented. Some non-critical projects may be delayed during the transition period. Once our non-supervisory, high-graded workforce has been restructured, we will look for opportunities to centralize work where it can be; or otherwise align the positions to the appropriate organizations. This will protect against duplication of effort, streamline reporting relationships, and improve accountability.

OEI averages less than 10 retirements per year, although OEI currently has 74 positions that are fully eligible for immediate retirement. Given our low attrition rate and the fact that many of our retirement-eligible employees have continued to work years beyond retirement eligibility, we request authority to offer VERA with VSIP to supplement our number to reach our goal of 30 voluntary separations. Offering VERA with VSIP is more appealing than VERA alone and will likely help us achieve the voluntary separations needed to restructure the grade levels and work of our workforce

VSIP-Specific Information

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations. We plan to offer VSIP/VERA to non-supervisory employees at the GS-13 through GS-15 levels in the specified organizations. GS-2210 IT Specialist Security/INFOSEC are not included in this proposal.

With an organizational FTE ceiling of 421 positions and a vacancy rate of 78 positions, it will be critical for OEI to develop a replacement hiring plan. The goal of the plan will be to lower our grade structure and recruit new skills needed to advance current and future information management and technology requirements for the agency given fewer resources.

We will offer 30 VSIPs, each up to the maximum of \$25,000 for a total amount of \$750,000. The following table illustrates the maximum allocation of VERA/VSIPs by OEI Office and/or Division. Review OEI's Targeted Positions Template for detailed information.

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Allocation of VERA/VSIPs by Office		*Allocation of VERA/VSIP by Division (OITO and OEIP)		
ODSTA	4	OEIP	IO	1
OCAPPM	3	OEIP	EQMD	1
OBOS	2	OEIP	ERMD	2
OIM	8	OEIP	FLAD	1
OISP	3	OEIP Total		5
OEIP*	5	OITO	IO	1
OITO*	5	OITO	SBMD	4
TOTAL	[=SUM(ABOVE)]	OITO Total		5

VERA-Specific Information

As of April 17, 2017, OEI employs 343 permanent employees. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures to better meet mission needs. To gain additional cost efficiencies and improve OEI's ability to hire and retain highly qualified staff, (especially in technical fields), OEI will also consider redistributing some of the restructured positions to RTP, North Carolina, where we currently have staff present. If we deem it necessary to most effectively support EPA's mission, OEI may involuntarily reassign up to 10 employees as a result of this proposal.

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A total number of 79 OEI employees are eligible for early retirement. The estimate of the total number of employees in OEI who are expected to take early retirement is eight, or 10% of the total eligible. We expect to complete the following types of personnel actions as a result of OEI's need for VERA: management directed reassignments, details, voluntary separations, permanent internal and external recruitments, temporary/term internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
<i>Max. Buyout Amount:</i> 30 Targeted Positions for VSIP × \$25,000	\$ 750,000
<i>Annual Leave Pay Out:</i> Hourly rate based on the average grade and step (14/5) of the targeted pool \$60.83 × 240 Hours × 30 Targeted Positions	\$ 437,976
Total Maximum Direct Costs	\$ 1,187,976

Table B – Estimated Savings or FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost (Appropriated and WCF; assuming 2% increase each year)	\$58,118,909.46	\$59,281,287.65
B. VERA/ VSIP Payout Cost	\$750,000	
C. Leave Payout Cost	\$437,976	
D. Post VERA/VSIP Annual Payroll Cost	\$54,310,169	\$55,472,548
E. Payroll for 30 New Hires	\$573,179.00	\$650,296.00
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$2,047,585.00	\$3,158,444.00
G. Pre-VERA/VSIP Annual WCF Cost	\$2,886,314.64	\$2,886,314.64
H. Post VERA/VSIP Annual WCF Cost (30 departures)	\$2,612,246.70	\$2,612,246.70
I. WCF for 30 New Hires	\$274,067.94	\$274,067.94
J. WCF Savings for 30 VERA/VSIP Targeted Positions (J = G – H – I)	\$0	\$0
Projected Savings with VERA/VSIP (F + J)	\$2,047,585.00	\$3,158,444.00

IX. Office of General Counsel

Business Case

The Office of General Counsel provides legal services to all the agency's organizational elements with respect to all programs and activities. Specifically, OGC provides legal opinions, legal counsel, litigation support, and assists in the formulation and administration of the agency's policies and programs as legal advisors. OGC's workforce is primarily comprised of attorney advisers. OGC often has a shortfall in its non-pay budget lines. Because the agency is considering VERA and VSIP, OGC has taken steps to ensure it only has essential personnel at the right grade level so as to ensure it has as much non-pay funding available as possible. In reviewing OGC's ongoing work and the agency's needs, OGC decided to restructure or reduce one (1) highly graded non-supervisory position and one (1) non-supervisory position in its Immediate Office. Below is the VERA and VSIP business case justification:

POSITION	FUNCTION	ORGANIZATION	LOCATION	OCCUPATIONAL CATEGORY	GRADE LEVEL
Senior Counsel for International Affairs	Oversees special projects of significant concern to the agency.	OGC Immediate Office	WA, DC	Management	SL-0905-00
Executive Assistant	Executes day-to-day responsibilities	OGC Immediate Office	WA, DC	Administrative	GS-0301/12

	& assignments that are routine and/or may be of a sensitive nature.				
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The senior counsel SL-0905 position targeted under the VERA/VSIP authorities was a new position OGC created soon after a significant environmental incident. The position's original duty station was in Denver, CO, that was changed in late 2016 to Washington, DC. The position responsibilities included special projects such as supporting the agency mission-driven environmental and human health efforts related to the Region 8 Gold King Mine. Given the reduced impacts surrounding the Gold King Mine efforts at this time, this position is no longer high priority or critical to the agency mission. OGC made the decision to eliminate this position. This position is retirement eligible. OGC will offer only the VSIP authority.

OGC's Immediate Office currently employs two executive assistant GS-0301/12 positions of which one position is considered in excess at the GS-12 level. OGC will target two positions under the VERA/VSIP authorities but will offer only one position. In reviewing its administrative support needs in the OGC Immediate Office, OGC determined that the work may be restructured at the GS-11 level. OGC will offer both the VERA and VSIP authority for the one position.

VSIP- and VERA-Specific Information

The one targeted SL-0905 position is retirement eligible. OGC will offer only the VSIP authority.

- Total 0905 General Attorney = 173 // Retirement Eligible = 25 // VERA eligible = 37 // VSIP eligible = 136

OGC is targeting two positions at the GS-0301/12 but only offering one position based on the first to apply. The one position will be eligible for both VERA and VSIP authority. The targeted GS-12 position will be restructured at the GS-11 level.

- Total 301 Miscellaneous Administration and Program = 13 // Retirement Eligible = 4 // VERA eligible = 3 // VSIP eligible = 13

Budget Information

Table A – Direct Costs for VERA/VSIP		
2 Targeted Positions for VSIP x \$25,000	\$ 50,000	
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 40,685	
Total Maximum Direct Costs	\$ 90,685	
Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$359,379	\$363,189
B. VERA/ VSIP Payout Cost	\$ 50,000	\$ 50,000
C. Leave Payout Cost	\$ 40,685	\$ 41,116

D. Post VERA/VSIP Annual Payroll Cost	\$0	\$0
E. Payroll for # New Hires	\$85,363	\$85,363
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A - B - C - D - E)	\$183,331	\$185,805
G. Pre-VERA/VSIP Annual WCF Cost	\$17,788	\$17,979
H. Post VERA/VSIP Annual WCF Cost	\$0	\$0
I. WCF for # New Hires	\$8,894	\$8,989
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G - H - I)	\$8,894	\$8,989
Projected Savings with VERA/VSIP (F + J)	\$192,226	\$194,794

Assumptions:

1. Annual Payroll cost for GS-12/6 (\$93,008) and SL position \$187,000 includes an estimated benefits rate of 27% and a 1.6% inflationary adjustment for FY18 and FY19
2. Leave Payout includes annual leave hrs of 1.3 @ \$44.72 and 447.15 hrs @ 89.90 plus a 1.6% inflationary adjustment for FY18 and FY19
3. New Hire GS-11/1 (\$66,510) plus a 1.6% inflationary adjustment
4. WCF estimated cost of \$8,800 per person plus a 1.7% inflationary adjustment for FY18 and FY19

X. Office of International and Tribal Affairs

Business Case

The Office of International and Tribal Affairs proposes offering VERA and VSIP to GS-13 through GS-15 non-supervisory staff and to a small number of staff in administrative positions to facilitate the consolidation of programs and functions across the organization.

OITA currently has 74 non-temporary employees, the majority of whom are at the GS-13 to GS-15 grade levels. We propose to offer VERA/VSIP buyouts primarily to eligible employees at these grade levels, and will restructure the positions vacated by departing employees. The maximum number of positions eligible will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts.

OITA seeks to align the work of its international and tribal programs with administration priorities. Because of the administration's focus on fewer high-priority initiatives for international and tribal programs, OITA will need fewer higher-graded employees to serve as program leads. (The reduction in the number of key program areas is more significant in the international programs than in the tribal programs, and OITA is targeting fewer positions in its American Indian Environmental Office, accordingly).

Although OITA offered VERA/VSIP in 2014, the Office still has GS-13 through GS-15 level employees performing some functions that could be performed by staff at lower grades. As part of the office's efforts to realign its work and consolidate functions, less complex work will be restructured into lower-graded positions, which will facilitate consolidating more complex duties (e.g., policy development, multilateral negotiations, etc.) among the higher-graded staff who remain following the VERA/VSIP process. EPA offers in-house training (e.g., COR certification, IA Project Officer certification, etc.) that can help prepare lower-graded staff to assume some of the less complex duties currently being performed by higher-graded employees.

A reduction in the number of programs and the number of staff should also allow OITA to further consolidate some administrative functions, with slightly fewer staff providing administrative support to the office's programs. (OITA's 2014 VERA/VSIP process saw the departure of a number of key administrative support staff. Although some further consolidation is possible, there are currently fewer opportunities to reduce administrative functions than to collapse program management functions). OITA's current structure is already "flat." The office anticipates no reorganization as a result of VERA/VSIP. Realignment within each of OITA's constituent organizations are more likely, with teams being combined or staff assignments being consolidated.

Tentative areas of workforce reshaping and restructuring include:

- A reduction in the number of formal teams. Staff in OITA's program components are currently divided into a total of nine teams, each of which is headed by a GS-15 Senior Advisor. Combining existing teams will allow us to reduce the need for a number of higher-graded staff.
- A reduction in the number of GS-15s other than Senior Advisors. OITA's international programs currently have three non-supervisory GS-15s serving in positions other than team leaders. Several of these GS-15s support programs that OITA plans to significantly reduce in order to align the office's international priorities with the focus areas identified by the new administration. As the GS-15s who support these programs depart, OITA will restructure the positions to reduce their full promotion potential and to restructure the positions to support new priority programs.
- Realignment of resources across OITA will increase efficiencies in managing assistance agreements and contracts, which should reduce the number of staff needed to administer these vehicles. Some work currently supported by employees at the GS-13, 14, and 15 grade levels -- in both the international and tribal programs -- can be reassigned to staff at lower grades.

OITA will target a total of six positions in accordance with the targeted position spreadsheet.

VSIP

VSIP will be offered for each of the six targeted positions, with a maximum of five offers being accepted. If OITA receives and accepts the maximum number of requests, \$125,000 will be required for buy-outs.

A number of staff who occupy the targeted positions are already retirement eligible. VSIP will serve as an incentive for these employees to retire from federal service.

VERA

Nineteen employees in OITA are VERA eligible. The estimate of the total number of employees in the office who are expected to take early retirement is two.

The administration's focus on a smaller number of key international and tribal programs will result in the need for fewer higher-graded employees as program leads. Reductions in major initiatives may necessitate the transfer of up to ten OITA employees to other parts of the agency. OITA may also need to make significant changes to portfolio assignments for up to twenty other employees as a result of rapidly changing focus areas for our programs. OITA seeks VERA authority as one option for alleviating the need to transfer employees.

Budget Information

Table A - Direct Costs for VERA / VSIP		2017	2018	2019		
5	<- Targeted Positions for VSIP Buyout x \$25,000	\$125,000	\$0	\$0		
Annual Leave Payout for Targeted Positions for VERA, Optional Retirement or Resignation (Hourly rate based on the average grade and step of the targeted pool x (240 + 150 AL hours) x Targeted Positions (@ G14/Step 5))		\$106,459	\$0	\$0		
Total Maximum Direct Costs		\$231,459	\$0	\$0		

Table B - Estimated Savings for FY 2018 through FY 2019		2017	2018	2019	Factors	
A	Pre-VERA / VSIP Annual Payroll Costs (before VERA/VSIP): FY 2017 - 05/15/17 on-board count; increased 3.25% each year for increased costs (1.9% COLA, promotions, etc)	\$12,300,000	\$4,190,277	\$3,683,626	3%	103%
B	VERA / VSIP Payout Cost (\$25,000 x Targeted Positions)	\$125,000	\$0	\$0		
C	Leave Payout Cost (presumes 240 ceiling hours at average salary plus 150 hours earned in 2017) @ G14/Step 5	\$106,459	\$0	\$0		
D	Payroll Savings (Payroll @ G14/S5 Targeted VERA/VSIP participants @ end FY 2017)	\$0	(\$871,723)			
5	E <- Payroll for new hires @ G9/Step 1 for two-thirds in FY 2018		\$249,123	\$389,726	0.66 FTE mid-Feb - Sept, 2018)	
F	Post VERA/VSIP Annual Payroll Cost (F = A + B + C + D + E)	\$12,531,459	\$3,567,676	\$4,073,351		
G	Pre-VERA / VSIP Annual WCF Costs (before VERA/VSIP)	\$574,466	\$221,190	\$228,379		
H	Working Capital Fund Savings (7.15K in FY17; projected increase of 2%/year)		(\$36,500)	(\$37,230)		
I	Working Capital Fund Costs for New Hires for two-thirds in FY 2018		\$24,090	\$37,230		
J	WCF Costs for VERA / VSIP (J = G + H + I)	\$574,466	\$208,780	\$228,379		
Projected Savings with VERA / VSIP (F + J)		\$13,105,925	\$3,776,456	\$4,301,730		

#	Total VERA/VSIP Target	FTE	80.3	30.3	FY19 Payroll increase --->	3.25%
33%	Grade / Step = GS 14 / 5 Salary	Full Year	\$126,960	\$131,086	\$132,397	hr/year
350	Grade / Step = GS 14 / 5 Benefits		\$41,897	\$43,258	\$43,691	2087
	WCF Costs in 2017 is \$7,154		\$7,154	\$7,300	\$7,446	\$60.83 per hour
#	Total New Hires Target					
	Grade / Step = GS 9 / 1 plus 33% benefits		\$54,974	\$56,761	\$58,605	
	Grade / Step = GS 14 / 5 Benefits		\$18,141	\$18,731	\$19,340	

XI. Office of Land and Emergency Management

The Office of Land and Emergency Management is requesting approval authority for the use of VERA and VSIP.

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix through efficiencies and technology;
- Streamline OLEM's national workforce by reducing and reshaping the current top-heavy GS-13/14/15 grade structure to create opportunities for recruiting at lower grade levels for alignment with the agency's highest priorities;

- Restructure existing staff layers to improve organizational productivity while reducing the staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a number of vacancies at lower grades (GS-7/9/11) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization.

OLEM currently employs 494 permanent employees. Of these, 112 are eligible for voluntary retirement, 134 are eligible for early retirement, and 451 are eligible for voluntary separation payments. OLEM plans to target 219 positions with a maximum of 94 offers. Both the VERA and VSIP opportunities will be offered to staff in targeted series in OLEM. The estimated number of employees expected to take early retirement is 24 employees (25%). Because OLEM will be restructuring and not eliminating positions, we expect to rehire approximately 94 positions.

OLEM manages the agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields redevelopment, and accidental releases from oil and chemical facilities.

Under the Resource Conservation and Recovery Act, the Office of Resource Conservation and Recovery is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA regional offices and state programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

(1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs.

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving, effective oversight can be achieved with fewer personnel resources.

(2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and on economic redevelopment possibilities, while suspending work on sites or portions of sites that are low risk and have low potential for redevelopment. This will result in a streamlined organization. Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions.

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. Community Involvement Coordinators (CIC) work with community members throughout the cleanup process. On-Scene Coordinators and Remedial Project Managers also have significant roles along with input from hydrogeologists, toxicologists and ecological risk assessors and grants/project officers that administer cooperative agreements to states for their participation in the process.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to implement all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This will require careful allocation of resources to the completion of the other phases of the process, such as Record of Decision, and Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP			
Total VSIP Amount	Max # of V/V Offers	Annual Leave Payout	Total
<i>A</i>	<i>B</i>	<i>C</i>	<i>A x B</i>
\$25,000	94		\$2,350,000
Hourly rate based on the average grade and step of the targeted pool			<i>AxBxC</i>
\$65.43	94	240	\$1,476,101
Total Maximum Direct Costs			\$3,826,101

Table B – Estimated Savings for FY 2018 through FY 2019			
	FY-17 OP Plan	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 82,364,000.00	\$63,776.00	\$62,725.00
B. VERA/ VSIP Payout Cost	\$ 2,350,000.00		
C. Leave Payout Cost	\$ 1,476,101.00		
D. Post VERA/VSIP Annual Payroll Cost	\$ 86,190,101.00		

***E. Payroll for # New Hires	\$ 5,167,368.00	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 81,022,733.00	
**G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,458,000.00	
**H. Post VERA/VSIP Annual WCF Cost	\$ 2,800,000.00	
**I. WCF for # New Hires	\$ 658,000.00	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ -	
Projected Savings with VERA/VSIP (F + J)	\$ 81,022,733.00	

Notes:

* Payroll saving calculations for direct costs and estimated savings are based on GS-13, Step 5 in Washington, D.C. annual salary as of January 2017 is \$107,435 or \$51.48 per hour, with an additional 27.10% and 1% increase to hourly figures to account for benefits, hourly amount which equals to \$65.43 or \$136,549.88 annually.

**Working Capital Fund costs are based on an annual rate of \$7,000 per position per year for computer, telephone, and internet access. Cost for 94 positions for one year is (\$7,000 x 94 = \$658,000).

***Payroll calculations for 94 new hires are based on entry level (GS-9, Step 1, \$54,972.00 includes 27.10% and 1% GS

XII. Office of Research and Development

The Office of Research and Development plans to reshape its workforce to place a greater focus on the science supporting the Administrator's priorities of (1) supporting core drinking water/clean water infrastructure projects; (2) implementing TSCA reform; (3) bringing about measurable changes in communities with Superfund sites; and (4) attaining the air quality standards. Our plan is to accomplish this through the restructuring of our workforce by consolidating our Las Vegas workforce to other ORD locations, bringing our supervisor-to-staff ratio in line with agency standards, and reducing the number of highly graded, non-supervisory staff position.

Without the eliminated/restructured positions will allow, ORD will have the increased opportunity to maintain its core post-doctoral program that provides technical expertise in cutting-edge scientific areas supporting the agency's priorities, as well as to create vacancies to recruit staff at the entry level with the skill sets needed to support our core functions. Additionally, reducing the number of employees at our LV facility will allow us to reduce the footprint in leased space, eventually allowing us to reallocate those funds to other high priority initiatives.

ORD plans to use the VERA, in conjunction with the VSIP, as an incentive to implement these restructuring strategies. ORD historically has a low attrition rate, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. Together, these two

authorities provide the most favorable opportunity for the organization to meet its goals while offering an attractive incentive for eligible employees to elect to leave the organization.

VSIP will be offered to a maximum of 183 employees with an estimated 55 (or 30%) accepting the offer. These offers will be made to retirement or early out (VERA) eligible employees located in LV, Nevada; eligible employees who are non-supervisors at the GS-14 and above grade level (to include SES, ST, SL); and eligible supervisors with <5 employees. ORD's labs, centers, and offices are all unique in how they support the priorities of the agency. Each will handle restructuring under the three scenarios slightly different based on their current staffing needs, mainly through a variance in the maximum offers by geographic location, series, and grade. Our attached template takes those considerations into account and includes numbers based on the LCO specific requests. ORD will not have any changes to its organizational chart as a result of these offers.

ORD currently has 1564 non-temporary employees. Of those, 322 employees are eligible for early retirement. VERA will be offered to 66 of the non-temporary employees in ORD. The estimate of the total number of employees in ORD who are expected to take early retirement is 13 (20%). ORD does not anticipate any involuntary separations, downgrades or transfers as a result of this restructuring. It is anticipated that it will be necessary to implement a limited number of details and reassignments as a result of the VERA in order to continue our restructuring/reshaping process. We anticipate some reassignments specifically associated with our goal to increase the supervisor/staff ratio in ORD. VERA will help us move toward that goal. Additionally, a reduction in the number of high graded non-supervisors as a result of this VERA will allow ORD to bring in new, lower graded employees with skills to take on work to support the agency's core functions, as well as continue our focus on our post doc program. Please see the targeted position spreadsheet for detailed information for each job series.

Budget Information

Table A – Maximum Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	183 x \$25,000 = \$ 4,575,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 3,030,480
Total Maximum Direct Costs	\$ 7,647,040

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$270,216,263	\$262,109,775
B. VERA/ VSIP Payout Cost	\$1,375,000	\$0
C. Leave Payout Cost	\$910,800	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$261,204,513	\$252,935,814
E. Payroll for # New Hires	\$1,480,752	\$3,014,811
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$5,245,198	\$6,159,150
G. Pre-VERA/VSIP Annual WCF Cost	\$10,772,042	\$10,987,482
H. Post VERA/VSIP Annual WCF Cost	\$10,414,405	\$10,622,692
I. WCF for # New Hires	\$203,028	\$182,784
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$154,610	\$182,006

Projected Savings with VERA/VSIP (F + J)	\$5,399,808	\$6,341,157
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Budget assumptions:

Table A:

Targeted x 25,000: Assumes max (cap) of 183 (because calculation is for maximum costs) accept \$25K each for a total of \$4.575M

Annual Leave Pay Out: The average hourly rate across the entire targeted pool is about \$69 x 183 max (cap) x 240 hours for a total of \$3,030,480

Table B:

A: Amounts of PC&B for all of ORD, 3% historical attrition applied to 2018 number, COLA is 1.8% for 2018 and assumed to be the same for 2019.

B: Assumes that of 183 max (cap), 55 of the cap will accept (30% targeted). $55 \times 25000 = \$1.375M$ for FY18 (we assume that all VERA/Retirements must occur by 9/30/17), and we currently assume that no additional VERA/VSIP is planned for FY18 or FY19 though we would like to be able to pursue that option if necessary and possible.

C: Assumes that (from line B) with 55 accepting, with 240 hours leave at an average hourly rate of \$69, this is $\$69 \times 55 \text{ accepting} \times 240 \text{ hours}$ for a total of \$910,800

D: Amounts of PC&B estimated for 55 accepting and leaving with \$145,000 average salary of targeted and 13% benefits % of PC&B estimate, so (Line A) - $(55 \times \$145,000 \times 113\%) = \$261,204,513$ for FY18 and the same amount times 101.8% for COLA for FY19 or (Line A) - $(55 \times \$145,000 \times 113\% \times 101.8\%) = \$252,935,814$

E: We assume that of 55 departing, 28 new hires would be made at lower pay grades. Assume the average hourly rate of \$45/hour, and with 13% benefits, and assume that the average new hire works half the year, $(28 \times \$45 \times 2080 \times 113\% \times 50\%) = \$1,480,752$ for FY18, and the same amount times 101.8% for COLA for FY19 and assuming those same new hires work the whole year, $(28 \times \$45 \times 2080 \times 113\% \times 101.8\%) = \$3,014,811$

G: By taking the \$6275 average WCF cost/year for 2017 for all ORD FTE and multiplying it by 1683 FTE and by 102% for the FY18 increase it is: $1683 \times 102\% \times \$6275 = \$10,772,042$ and then $\$10,772,042 \times 102\% = \$10,987,482$ for FY19

H: \$6375 is the average WCF cost/year for 2017 of the targeted employees. Assuming 55 accept and depart, and 2% is the annual increase in cost, (Line G) - $(\$6375 \times 102\% \times 55) = \$10,414,405$ for FY18 and (Line G) - $(\$6375 \times 102\% \times 102\% \times 55) = \$10,622,692$ for FY19.

I: \$6275 is the average WCF cost/year for 2017 of the targeted employees. 2% is the annual increase in cost. So $\$6275 \times 102\% = \6400 . Additional one-time background check costs are \$4051/employee. If 50 new hires are made throughout FY18, and on average they work for half the fiscal year, that cost would be $(\$6400 \times 50\% \times 28) + (\$4051 \times 28) = \$203,028$ for FY18 and presumably they'd work all of FY19, so it would be $(\$6400 \times 102\% \times 28) = \$182,784$

XIII. Office of Water

The Office of Water (OW – Washington, DC and Cincinnati, OH) will use the VERA and VSIP authorities to:

- Reduce and rebalance our current grade structure by reducing GS-13s and GS-14s, non-supervisory GS-15s, and supervisory and non-supervisory SLs to adjust skill and grade levels.
- Restructure our programmatic and administrative positions to refresh skill sets to address modern and ever-changing technologies, enhance collaboration and coordination, and deal with increasingly complex technical and scientific challenges.
- Reshape current workforce to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities in current and potentially different series to create a higher-performing organization.
- Assess on an ongoing basis our position management structure and make future changes based on staff attrition and changing technology.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

The office will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. This will allow us to recruit at the entry-level for positions working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. Other positions, to the extent feasible and practical, will be restructured through the transfer and retraining of staff with outdated skill sets or staff that are currently focused on work activities that will not be emphasized in the future.

How VSIP will be used in conjunction with VERA

OW will use the VERA authority to increase the number of positions in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are 85 targeted positions that are eligible for voluntary (optional) retirement and eligible to accept a VSIP offer without VERA approval. The number of VERA employees eligible for a VSIP is 67 so by adding VERA, the number of targeted positions who are eligible to accept a VSIP offer increases to 152 and improves the probability of reaching the OW goal to realign resources. Additionally, by adding employees who are eligible for VSIP only (239) and not eligible for voluntary or early retirement, it increases our number of positions in targeted job series to 391. OW will make VERA and VSIP offers simultaneously to all employees in targeted positions during the same offer period. -A total of 30 VSIP offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of OW reaching the goals of restructuring and reshaping the workforce. OW will approve up to 30 VSIPs, each up to the maximum of \$25,000 or the amount of severance pay to which an employee is entitled (whichever is less).

VERA-Specific Information

Number of non-temporary employees in OW undergoing change	391
Number of non-temporary employees in OW who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation	5
Number of employees in OW who are eligible for early retirement (excluding employees eligible for optional retirement)	67
The estimate of the total number of employees in OW who are expected to take early retirement is:	5

The actions listed below provide a description of the types of personnel actions anticipated as a result of OW's need for voluntary early retirement authority:

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish and/or Reclassify Positions
- Voluntary Retirements
- Internal and External Recruitments

Budget Information

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
(1) Annual Leave Pay Out for 1 SL targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$20,342
(2) Annual Leave Pay Out for 11 GS-15 step 7 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$181,850
(3) Annual Leave Pay Out for 9 GS-14 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$135,261
(4) Annual Leave Pay Out for 9 GS-13 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$114,462
Total Maximum Direct Costs	\$1,221,513

1) Hourly salary of an SL employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$84.76 \times 240 = \$20,342 \times 1 = \$20,342$$

2) Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$75.77 \times 240 = \$18,185 \times 11 = \$200,035$$

3) Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$62.62 \times 240 = \$15,029 \times 9 = \$135,261$$

4) Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$52.99 \times 240 = \$12,718 \times 9 = \$114,462$$

5) $\$750,000 + \$20,342 + \$200,035 + \$135,261 + \$114,462 = \$1,220,100$

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$97,868,232	\$97,916,549
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	\$92,302,143	\$92,302,143
E. Payroll for # New Hires	\$951,710	\$1,525,163
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$4,609,281	\$4,079,045

G. Pre-VERA/VSIP Annual WCF Cost	\$4,221,000	\$4,221,000
H. Post VERA/VSIP Annual WCF Cost	\$4,011,000	\$4,011,000
I. WCF for # New Hires	\$78,750	\$105,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$131,250	\$105,000
Projected Savings with VERA/VSIP (F + J)	\$4,740,531	\$4,184,045

A (FY18). Pre-VERA/VSIP Payroll costs are calculated based on OW's workforce salary as of May 1, 2017 plus step increases for one-third of the V-V departures, with an additional 35% increase added to account for benefits. See attachment 4 for further details.

$$(\$72,459,197 + \$35,790) + 35\% = \$97,868,232$$

A (FY19). Pre-VERA/VSIP payroll costs are calculated based on OW's 2018 payroll estimate, plus step increases for one-third of the V-V departures. See attachment 4 for further details.

$$(\$72,494,987 + \$35,790) + 35\% = \$97,916,549$$

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Salary calculations are based on the annual salary of the employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered. See attachment 4 for further details.

$$\begin{aligned}
 \text{SL} & \quad \$176,303 \times 1 = \$176,303 \\
 \text{GS 15/7} & \quad \$158,123 \times 11 = \$1,739,353 \\
 \text{GS 14/6} & \quad \$130,692 \times 9 = \$1,176,228 \\
 \text{GS 13/6} & \quad \$110,595 \times 9 = \$995,355 \\
 \text{Total FY18 payroll costs for targeted VERA/VSIP positions} & = \$4,087,239 + \$32,013 \text{ in step increases} = \\
 & \$4,119,252 + 35\% = \$5,560,990 \\
 \text{Total FY19 payroll costs for targeted VERA/VSIP positions} & = \$4,119,252 + \$32,013 \text{ in step increases} = \\
 & \$4,151,265 + 35\% = \$5,604,208
 \end{aligned}$$

D (FY18). Pre-VERA/VSIP payroll costs minus total payroll costs for targeted VERA/VSIP positions. See attachment 4 for further details.

$$\$72,491,210 - \$4,119,252 = \$68,371,958 + 35\% = \$92,302,143$$

D (FY19). Pre-VERA/VSIP 2018 payroll costs minus total payroll costs for targeted VERA/VSIP positions.

$$\$72,523,223 - \$4,151,265 = \$68,371,958 + 35\% = 92,302,143$$

E (FY18) Nine-month period assumes an entry-on-duty date January 1, 2018. Salary calculations are based on three quarters of the annual salary for the described grades as of January 2017 for an employee in Washington, D.C. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment for 4 for further details.

$$\begin{aligned}
 \text{GS 9/1} & \quad \$54,972 \times 5 = \$274,860 \times .75 = \$206,145 \\
 \text{GS 11/1} & \quad \$66,510 \times 10 = \$665,100 \times .75 = \$498,825 \\
 \text{Total} & \quad \$206,145 + \$498,825 = \$704,970 + 35\% = \$951,710
 \end{aligned}$$

E (FY19) Assumes new hires will be onboard for the entire fiscal year. Salary calculations are based on the annual salary for the described grades as of January 2017 for an employee in Washington, D.C., plus grade

increases for the FY18 new hires. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment 4 for further details.

GS 9/1	\$274,860 + \$57,690 = \$332,550
GS 11/1	\$665,100 + \$132,100 = \$797,200
Total	\$332,550 + \$797,200 = \$1,129,750 + 35% = \$1,525,163

F (FY18) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,863,134 - \$0 - \$0 - \$92,302,143 - \$951,710 = \$4,609,281$$

F (FY19) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,906,351 - 0 - 0 - \$92,302,143 - \$1,525,163 = \$4,079,045$$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$$\$7,000 \times 603 \text{ on-boards} = \$4,221,000$$

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\begin{aligned} \$7,000 \times 30 &= \$210,000 \\ \$4,221,000 - \$210,000 &= \$4,011,000 \end{aligned}$$

I (FY18). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access. Cost for 9 months is \$5,250.

$$\$5,250 \times 15 = \$78,750$$

I (FY19). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted new hires.

$$\$7,000 \times 15 = \$105,000$$

J (FY18) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$78,750 = \$131,250$$

J (FY19) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$105,000 = \$105,000$$

FY18 Projected Savings with VERA/VSIP

$$\$4,609,281 + \$131,250 = \$4,740,531$$

FY19 Projected Savings with VERA/VSIP

$$\$4,079,045 + \$105,000 = \$4,184,045$$

XIV. Region 1

Business Case

Region 1 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts/goals in three areas: consolidate/reduce administrative support; reduce/restructure highly graded positions; and restructure positions to focus on technical and programmatic priorities and core business functions.

Region 1 employs 567 non-term employees. Currently, 137 (24%) of our workforce is eligible for a Regular Retirement, and 201 (36%) of our workforce is eligible for an Early Retirement. While we have made good progress in shaping a workforce to meet our mission's objectives, the region's continued low attrition ranging from 3% to 4% per year has slowed our efforts to restructure the workforce and achieve efficiencies. Using a strategic but narrow approach to identifying eligible positions in each Division, we believe that VERA/VSIP can accelerate our workforce restructuring goals. Region 1 senior leaders have determined that offering VSIP in conjunction with VERA will increase our ability to meet these goals.

Region 1 will offer a total of 36 VERA/VSIP opportunities to 112 positions which are eligible for either a Regular Retirement or an Early Retirement. Region 1 will not be offering VSIP to employees not currently eligible for Regular Retirement or an Early Retirement, as management has determined, with our narrow approach, the skill sets and positions established are needed to support mission objectives. The estimate of total number of employees in the region to take an early retirement is seven. Administrative and Support Functions: As the region adopts new technologies, employs Lean principles to our operations, and centralizes certain functions, our administrative and support needs continue to change. In the case of the VERA/VSIP opportunities offered to administrative and support functions, the remaining work will be pooled or absorbed with existing positions, or restructured into lower graded, part-time positions.

Region 1 will offer a maximum of 5 VERA/VSIP opportunities to 9 individuals/positions in the Boston, Massachusetts location.

Reduce and/or Restructure Highly Graded Positions: Region 1 plans to reduce the number of high graded technical experts and senior policy advisors to better reflect the current priority work. For emerging priority needs, the region will work with our SSC to restructure technical expert positions and senior policy advisors consistent with classification standards used across the agency. In instances where the position is eliminated, remaining work will be redistributed to grade appropriate positions, or the position may be reclassified at a lower grade level and considered for reassignment. To support a greater balance of grade levels across the region we may consider entry-level hiring for positions needing new skill sets or expertise not readily available within the region.

Region 1 will offer a maximum of 12 VERA/VSIP opportunities to 27 individuals/positions: 3 VERA/VSIP opportunities to employees in Chelmsford, MA; and 9 VERA/VSIP opportunities to employees in Boston, Massachusetts location.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP	
36 of Targeted Positions for VSIP x \$25,000	\$ 900,000
Annual Leave Pay Out for 36 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 665,219
Total Maximum Direct Costs	\$ 1,565,219

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	93,872,740 *	96,233,640
B. VERA/ VSIP Payout Cost	900,000	
C. Leave Payout Cost	665,219**	
D. Post VERA/VSIP Annual Payroll Cost	88,301,517***	90,662,416
E. Payroll for # New Hires	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	4,006,004	5,571,223
G. Pre-VERA/VSIP Annual WCF Cost	2,774,000	
H. Post VERA/VSIP Annual WCF Cost	2,630,000	
I. WCF for # New Hires	0	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	144,000****	
Projected Savings with VERA/VSIP (F + J)	4,150,004	5,571,223

XV. Region 2

Business Case

Region 2 proposes to extend a maximum of 30 VERA/VSIP offers, up to 27 to employees with a New York, NY duty station and up to three to employees with an Edison, NJ duty station. These fall into three of the six major themes identified by the agency. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

- * Consolidate and streamline functions/activities/reduce number of programs.
- * Restructure or reduce highly-graded supervisory or non-supervisory positions.
- Consolidate or Reduce Administrative or Support Functions. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

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The estimated number of employees expected to take early retirement is eight to 10. This assumes that 1) a majority but not all of slots will be taken; and 2) employees eligible for regular retirement will have service computation dates that have the effect of precluding some offers to less senior VERA-eligible applicants. Region 2 intends for employees in targeted positions to be included in the offer pool regardless of whether they are eligible for VSIP and regular retirement, VERA/VSIP, or VSIP only.

Absent a VERA/VSIP, we would anticipate no involuntary actions of an adverse nature; some employees would need to be reassigned. We do not anticipate undertaking a reorganization following

the implementation of this VERA/VSIP proposal. Therefore, we are providing a single set of organization charts. The theme-based paragraphs above convey a sense of how the region would operate with certain positions eliminated and others filled at lower grades, different series, or with a different set of programmatic responsibilities. We anticipate that personnel actions as a result of VERA/VSIP implementation would include a modest number of reassignments, details, and merit promotions. We may also proceed with external hires at the entry level based on feasibility and degree of need.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 750,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions} *	\$ 506,928
Total Maximum Direct Costs	\$ 1,256,928

Table B – Estimated Savings for FY 2018 through FY 2019		
	<i>FY 2018 Estimate</i>	<i>FY 2019 Estimate</i>
A. Pre-VERA/VSIP Annual Payroll Cost*	\$ 122,506,481	\$ 125,262,877
B. VERA/ VSIP Payout Cost	\$ 750,000	\$ -
C. Leave Payout Cost	\$ 506,928	\$ -
D. Post VERA/VSIP Annual Payroll Cost	\$ 118,030,977	\$ 120,675,485
E. Payroll for # New Hires **	\$ 577,588.44	\$ 1,155,177
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 2,640,988	\$ 3,432,215
G. Pre-VERA/VSIP Annual WCF Cost ***	\$ 3,887,000	\$ 3,887,000
H. Post VERA/VSIP Annual WCF Cost ***	\$ 3,767,000	\$ 3,767,000
I. WCF for # New Hires	\$ 60,000	\$ 60,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 60,000	\$ 60,000
Projected Savings with VERA/VSIP (F + J)	\$ 2,700,988	\$ 3,492,215

XVI. Region 3

Business Case

Region 3 is requesting VERA/VSIP authority to increase its flexibility in implementing efficiency measures by eliminating positions, restructuring positions and reassigning staff to priority programs. The region is currently at FTE ceiling. The current attrition rate of 3-4% annually, would not allow the region to pursue the efficiency measures without VERA/VSIP incentives. To achieve the reductions needed to implement the efficiency measures, VERA/VSIP will be offered to employees in most job

series and grades within targeted levels. The region is not proposing to reorganize as a result of VERA/VSIP however it is anticipated that reassignments and limited merit promotion actions will be required as a result of the VERA/VSIP. Future reorganizations would be based on outcomes from new initiatives and policy directions and the response to VERA/VSIP. The region is proposing the following actions to increase efficiency and effectiveness of agency programs and regional operations:

1. Delayering.

On average, the supervisor to staff ratio in the region is 1:8. The ratios vary widely by Divisions and there are opportunities to reorganize functions in order eliminate supervisory positions and decrease supervisory layers. -In addition, an increased focus on scientific positions has reduced the need for Supervisory Environmental Protection Specialists.

2. Consolidate or reduce administrative functions.

Improvements in technology and decreased dependence on paper has made many traditional administrative and clerical functions obsolete. By offering VERA/VSIP to all grades in the administrative and clerical series, these support functions can be consolidated.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

The region has over 85 non-supervisory GS-14/15 positions. Offering VERA/VSIP to all eligible staff in this population will help reduce the number of GS-14 and 15 employees. Remaining non-supervisory GS-14/15s can be reassigned to vacated supervisory positions where suitable.

Forty percent of the region is a GS-13. While there is a need to maintain higher graded staff to provide leadership and subject matter expertise to programs, the region is weighted heavily in higher grades. Through attrition gained by VERA/VSIP, the region will restructure functions and reassign work to the existing positions. The region has over 100 entry level interdisciplinary scientists at the GS-07/09-11/12 level who can be reassigned to new functions to backfill critical areas. These entry level staff will benefit from cross training early in their career and build the capability of the next generation of agency leaders. The region does not anticipate backfilling any of the positions with external candidates, though there may be opportunities for reassignments and merit promotion actions within the existing workforce.

Commented [SM6]: 11 & 12 are not "entry-level grades, so I deleted them

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. These functions are filled by staff in a range of positions, series and grades. By offering VERA/VSIP widely, staff remaining in these functions can be shifted to new program requirements.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 3,975,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the GS-13/6 x 240 x 159 of Targeted Positions}	\$ 2,175,120
Total Maximum Direct Costs	\$ 6,150,120

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$116,497,924	116,497,923
B. VERA/ VSIP Payout Cost*	-\$ 3,975,000	\$0
C. Leave Payout Cost*	-\$ 2,175,120	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$111,000,434	\$111,000,434
E. Payroll for # New Hires**	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions*** (F = A – B – C – D - E)	\$11,647,610	\$5,497,490
G. Pre-VERA/VSIP Annual WCF Cost	\$1,257,660	\$1,257,660
H. Post VERA/VSIP Annual WCF Cost	\$1,205,055	\$1,205,055
I. WCF for # New Hires	0	0
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$52,605	\$52,605
Projected Savings with VERA/VSIP (F + J)	\$11,700,215	\$5,550,095

Assumptions:

*No payroll will be expended in FY'18 to support Voluntary Incentive Payments or Leave payouts.

**No external vacancies will be created as a result of eliminating 35 positions through VERA/VSIP.

***Payroll savings estimate is based on the elimination of 35 positions at the GS-13/6 level in the Philadelphia locality with a 32% benefit rate (\$157, 014/employee).

XVII. Region 4

Business Case

As Region 4 continues to acquire the skills needed to perform current and emerging technical, analytical and programmatic work of the organization, we will need skill sets that are multidisciplinary, highly analytical, creative, and flexible. Building on our FY 2014 VERA/VSIP efforts in restructuring the workforce to create a higher-performing organization, we will utilize these authorities to continue to focus on optimizing our workforce in support of the agency's and region's mission critical priorities. The VERA and VSIP authorities will allow region 4 to continue to garner efficiencies and better serve customers. Region 4 will align grade levels and restructure the workforce to recruit new skills and competencies in support of evolving agency needs and mission critical core programs; and, meet

technical, operational, financial, and programmatic challenges facing the organization. This will include providing training and assistance to our state counterparts and addressing critical infrastructure needs within the region, in addition to, increasing the number of employees trained and working in core program areas (i.e., biological sciences, environmental engineering, physical sciences, and project management) while reducing certain administrative/clerical series and other functions related to non-core program work.

Region 4 will reduce positions which are obsolete and/or do not provide optimum flexibility in staffing environmental programs, technical, mission support, information and operations positions. Readjusting priorities, we will have the opportunity to recruit skills to meet emerging technical and programmatic needs. In consolidating position functions into other technical positions, we will improve flexibility and increase efficiency of core mission functions. We will reshape the workforce where the demand for specific skills is no longer there, place expertise in needed areas; and, recruit at lower grades where gaps are identified.

Region 4 has been a leader in working with state and private partners to develop tools to increase the capacity of state and local governments to adopt and implement more efficient policies, practices and incentives. In continuing cooperative federalism, we intend to take advantage of the efficiencies created by those tools, including technology, information and collaborative problem solving. Our partnership with states and tribes will allow us to focus efforts to realign resources, streamline and merge functions across the organization, reduce redundancies and subsequently strengthen our support of state and tribal functions.

Region 4 continues to evaluate opportunities for consolidation or realigning resources for compliance and enforcement activities. The region has identified opportunities to achieve near term workforce reductions to achieve a more efficient and focused enforcement and compliance program. Region 4 will capitalize on workforce reductions to create more efficiencies by aligning with the agency's strategic direction and support efforts to manage shortfalls in extramural funding experienced over the past few years. Priorities will be realigned with personnel focusing efforts on addressing high risk sites and on economic redevelopment possibilities. The region will continue to reallocate resources to achieve completion of site clean ups through fund lead or enforcement lead work. As a result, it is anticipated that the efforts will lead to program efficiencies and further streamline program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals.

As positions are vacated, Region 4 will review to determine appropriate restructuring. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties and grade level(s) appropriate for the scope of work performed. In some cases, the duties of a vacated position may be reassigned to another position.

The aforementioned efforts will facilitate strategic workforce planning to ensure mission critical positions are filled and hiring priorities are adjusted to correct any anticipated significant competency gaps within the organization.

Budget Information

Table A – Direct Costs for VERA/VSIP	
26 of Targeted Positions for VSIP x \$25,000	\$ 650,000
Annual Leave Pay Out for 26 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 320 x 26 Targeted Positions}	\$ 400,563
Total Maximum Direct Costs	\$1,050,563

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$129,607,885	\$133,359,037
B. VERA/ VSIP Payout Cost	\$650,000	
C. Leave Payout Cost	\$400,563	
D. Post VERA/VSIP Annual Payroll Cost	\$125,967,885	\$129,613,687
E. Payroll for 15 New Hires	\$884,820	\$1,813,881
F. Payroll Savings for 26 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$1,704,617	\$1,931,469
G. Pre-VERA/VSIP Annual WCF Cost	\$4,059,000	\$4,059,000
H. Post VERA/VSIP Annual WCF Cost	\$3,942,000	\$3,942,000
I. WCF for 15 New Hires	\$33,750	\$67,500
J. WCF Savings for 26 VERA/VSIP Targeted Positions (J = G – H – I)	\$83,250	\$49,500
Projected Savings with VERA/VSIP (F + J)	\$1,787,867	\$1,980,969

XVIII. Region 5

Business Case

Both the VERA and VSIP opportunities will be offered to a maximum of 79 employees in targeted occupations, and grade levels located within EPA Region 5. Region 5 will target 182 positions and a maximum of 79 offers will be made. Decisions on who receives VERA and VSIP will be prioritized based upon the employee's permanent official position of record, occupational series, and grade level. Decisions about who receives VERA and VSIP will be prioritized based upon the employee's official Service Computation Date-LEAVE, with precedence given to those with the highest years of combined service at the EPA should two or more applicants within a VERA and VSIP eligible category have the same Service Computation Date-LEAVE.

Our shifting mission requirements and need for efficiencies require the region to reduce, rebalance, and restructure our workforce in a manner not possible through current attrition rates, which have averaged about 4%, without the use of VERA/VSIP. Region 5 is seeking VERA/VSIP authority to focus on ensuring that critical positions and job series are maintained and occupied with employees with the appropriate skills to meet our mission. Opportunities to gain efficiencies through consolidation and restructuring to increase the staff to supervisory ratio while rebalancing the top-heavy specialist positions into entry-level generalist positions are described in detail below.

Information Required for VERA and VSIP Requests

As part of our planning process, we reviewed our workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reshaping to accommodate

shifting priorities in the agency and within the region. In addition to targeting positions that will be eliminated, we plan to use VERA and VSIP to target organizations and/or job series that could provide efficiency opportunities by moving to broader scientist/engineer series by restructuring higher graded specialist positions. This should provide for flexibility in the workforce regardless of budget constraints. We plan to reduce and restructure our workforce through a multi-pronged approach of consolidating duties, reducing branches and sections within most divisions/offices, and addressing the changing nature of workforce skill requirements.

Region 5 has a substantial number of employees eligible for optional retirement and an even higher number of VERA-eligible employees. However, given our low attrition rate and the fact that many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility, we are requesting authority to offer VERA with VSIP to supplement our number in order to reach our goal of 79 voluntary separations.

Offering VERA with VSIP is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and gain the skillsets needed to meet current and future mission needs.

VERA Specific Information

Region 5 employs 1,075 permanent employees.

There are 244 employees currently eligible for retirement, with an additional 42 becoming eligible by the end of this calendar year. There are 278 employees eligible for VERA under the plan, with an additional 3 becoming eligible by the end of the calendar year.

The estimate of the total number of employees in the agency/organization who are expected to take early retirement is nine (9).

As a result of the agency's need for VERA, Region 5 anticipates the following personnel actions may be necessary:

- Directed reassignments
- Details
- Temporary promotions
- Voluntary separations
- Abolish and/or reclassify positions

Budget Information

The estimated direct maximum costs associated with VERA and VSIP is \$3,227,877. Table A provides details of the direct costs associated with VERA and VSIP. Savings projected through FY 2019 as a result of the VERA and VSIP are estimated to be nearly \$12 million. Table B provides the detailed calculations of the savings achieved in FY 2018 and FY 2019. The savings will be used to meet Region 5's ongoing program goals and responsibilities.

Table A - Direct Costs for VERA/VSIP
Targeted Positions (See details in Attachment 4)

79 Targeted Positions for VSIP X \$25,000 (maximum cash buy-out)	\$1,975,000
Annual Leave Buyout for 79 Targeted Positions for VERA, Optional Retirement or Resignation (\$49.56 per hour X 320 hours X 79)	\$1,252,877
Total Maximum Direct Costs	\$3,227,877

Table B - Estimated Savings for FY 2018 through FY 2019		
	Estimated FY 2018 Savings	Estimated FY 2019 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)	\$152,765,000	\$152,765,000
B. VSIP Buyout (\$25,000 X 79)	\$1,975,000	\$0
C. Leave Payout Estimate (presumes 320 hours at GS-12 Step 10 salary \$49.56/hour)	\$1,252,877	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$141,385,050	\$141,385,050
E. Payroll for New Hires	\$0	\$0
F. Payroll Savings (F = A – B – C – D – E)	\$8,152,073	\$11,379,950
G. Pre-VERA/VSIP Annual WCF Cost	-	-
H. Post VERA/VSIP Annual WCF Cost	-	-
J. Working Capital Fund Savings*	\$316,000	\$316,000
Total Projected Savings with VERA/VSIP (F + J)	\$8,468,073	\$11,695,950

XIX. Region 6

Business Case

Region 6 proposes a broad VERA/VSIP offering to over 200 of our current on-board employees in anticipation of a restructuring of organizational components, consolidation of functions, and delayering of management to achieve both near-term workforce reductions and to establish a more efficient organization better aligned to accomplish the agency's strategic direction. -Region 6 identified 147 maximum offers that will be made under the VERA/VSIP program, and will extend those offers to employees in all job series and grades within targeted levels, consistent with our goal of fully utilizing the VERA/VSIP programs to reshape our organization. Region 6 is proposing the following actions to increase efficiency and effectiveness of agency core environmental programs and regional operations:

1. Delayering.

Region 6 has identified opportunities to organize our functions and organizations in order to eliminate supervisory positions and decrease supervisory layers. -Organizational options to delayer our organization will be identified at the completion of the VERA/VSIP program when a better understanding of vacated positions is known. Therefore, future organizational charts will not be submitted at this time.

2. Consolidate or reduce administrative functions.

As a result of Region 6's use of technology improvements, online collaborative tools and decreased dependence on paper, many traditional administrative and clerical functions are becoming obsolete. By offering VERA/VSIP program to all grades in the administrative and clerical series, these support functions can be more efficient through consolidation and savings can be focused on priority work.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the region. Approximately 47% percent of the region's employees are GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work. Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

~~3. Restructure and reduce highly graded supervisory and non-supervisory positions.~~

~~Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the region. Approximately 47% percent of the region's employees are GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work.~~

~~Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.~~

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4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to align our organization and workforce with priority work. These functions are filled by staff in a range of positions, series and grades. By offering the VERA/VSIP program broadly, Region 6 will be able to both direct employees toward new program requirements and invest savings to priority program areas.

5. Restructure to focus on STEM/programmatic priorities

Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to focus on core scientific requirements and programmatic priorities necessary to accomplish the agency's mission. Region 6 intends to focus on STEM disciplines to better align our workforce with the agency priorities related to essential technical work and invest savings in these areas.

6. Consolidate and streamline functions/activities/reduce number of programs

Region 6 has identified opportunities to utilize the VERA/VSIP program to generate savings through consolidation and streamlining our work. By offering the VERA/VSIP program, Region 6 will be able to realize gains in efficiencies, improve integration with state and tribal partners, and invest savings to priority program areas.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP (147) x \$25,000	\$3,675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	147x\$56.96x240 = \$2,009,549
Total Maximum Direct Costs	\$5,684,549

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate*	FY 2019 Estimate*
A. Pre-VERA/VSIP Annual Payroll Cost	\$110,262,130	\$111,364,840
B. VERA/ VSIP Payout Cost	\$3,744,825	\$3,782,273
C. Leave Payout Cost	\$2,047,730	\$2,068,207
D. Post VERA/VSIP Annual Payroll Cost	\$88,822,271	\$89,710,565
E. Payroll for # New Hires (127 in FY 18 GS-9 step 1)	\$6,839,102	\$6,907,493
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$8,808,202	\$8,896,302
G. Pre-VERA/VSIP Annual WCF Cost	\$4,237,002	\$4,279,372
H. Post VERA/VSIP Annual WCF Cost	\$3,413,141	\$3,447,272
I. WCF for # New Hires (127 in FY 18, GS-9 step 1)	\$711,772	\$718,890
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$112,089	\$113,210
Projected Savings with VERA/VSIP (F + J)	\$8,920,291	\$9,009,512

XX. Region 7

Business Case

Region 7's low attrition rate (around 4%) will not generate enough attrition to create a sufficient number of vacancies to rebalance and reshape our workforce. In order to avoid the use of more drastic authorities, Region 7 would like to utilize VERA and VSIP to reduce the level of full time employee equivalents.

Targeting decisions were made by senior managers based on the specific mission needs required to reshape the Region 7 workforce with new skills and competencies. Through attrition gained by VERA and VSIP, we expect fewer higher graded positions and the most complex work (i.e., GS-13 level and above) will be reassigned to remaining higher graded positions in order to concentrate this work into fewer positions. In addition to creating more workforce balance between higher and lower graded positions, our restructuring is expected to introduce enhanced integration of multimedia approaches and advanced technology skills to more efficiently and effectively implement program objectives.

Region 7 will offer a total of 45 VERA/VSIP opportunities up to 168 non-SES positions which are eligible for either a regular retirement or an early retirement. The following occupational series are not the focus for VERA/VSIP in Region 7: SES, GS-510, GS-511, GS-1102, GS-1109, GS-2210 as well as Phased Retirees. Region 7 will not be offering VSIP to employees not currently eligible for regular

retirement or an early retirement. As with other federal workforce restructuring authorities, the agency has the ability to reassign employees to minimize the impact of its restructuring efforts.

Region 7 will use these authorities in three focused themes to help transform the workforce:

- Restructure or reduce highly graded supervisory and non-supervisory positions at the GS-13 through GS-15 grade levels, across all divisions and geographic locations within Region 7 to meet our changing mission requirements and move to new models of work. The change in program priorities of the agency and the region has decreased the need for many specialized non-supervisory positions. The work of the non-supervisory positions can be consolidated, eliminated, or redistributed to lower-graded positions.
- Restructure to focus on core business functions in our regional programmatic support positions at the GS-9 through GS-15 grade levels, supervisory and non-supervisory positions, across all divisions within the Kansas and Missouri offices to more efficiently and effectively implement program objectives. Restructuring some of the positions performing these functions could reduce redundancies and promote greater efficiencies.
- Consolidate or reduce administrative or support functions positions at the GS-6 through GS-11 grade levels across all divisions in the Kansas offices to better align with current and projected workload needs. Region 7 may realign administrative support resources and combine functions to capitalize on efficiencies and for enhancing the positions with new skills and competencies. Region 7 will be in a position to pursue additional administrative support consolidation scenarios, or at the very least, will continue to consolidate the administrative support functions into fewer positions.

Region 7's goal is to reduce the overall workforce from 497 permanent employees to 452 permanent employees for FY 2017. VSIP opportunities will be offered to up to 45 employees. The estimate of the total number of employees in Region 7 who are expected to take early retirement is 10.

Specific Region 7 Divisional Plans:

Superfund Division

- 3 Remedial Project Manager positions within 1301 occupational series will be safe positions.
- 1 On Scene Coordinator and 2 Remedial Project Manager (total of 3) positions within 819 occupational series will be safe positions.
- Maximum offers up to 2 RPMs and 2 OSCs.

Budget Information

Table A – Direct Costs for VERA/VSIP	
45 of Targeted Positions for VSIP x \$25,000	\$1,125,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {\$45.16 x 240 x 45 of Targeted Positions}	\$ 488,000
Total Maximum Direct Costs	\$1,613,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$63.00M	\$63.00M

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B. VERA/ VSIP Payout Cost	\$1.13M	0
C. Leave Payout Cost	\$.49M	0
D. Post VERA/VSIP Annual Payroll Cost	\$57.20M	\$58.63M
E. Payroll for # New Hires	\$.39M	\$.40M
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 3.79M	\$ 3.97M
G. Pre-VERA/VSIP Annual WCF Cost	\$ 2.40M	\$ 2.40M
H. Post VERA/VSIP Annual WCF Cost	\$ 2.22M	\$ 2.23M
I. WCF for # New Hires	\$.01M	\$.01M
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$.17M	\$.16M
Projected Savings with VERA/VSIP (F + J)	\$ 3.96M	\$ 4.13M

XXI. Region 8

Business Case

As of May 1, 2017, Region 8 employed 525 full-time, permanent employees. Approximately 97 of our employees are retirement eligible and additional 127 employees are eligible for VERA. This VERA/VSIP proposal targets a total of 64 positions and sets forth a maximum total number of 8 VERA/VSIP offers in the Region 8 duty stations of Denver, CO; Laboratory in Golden, CO; Pierre, South Dakota and Butte, Helena and Libby, MT. The estimated total number of employees who will take early retirement is 6. No employees would be involuntarily separated, downgraded or transferred as a result of this proposal. The maximum number of employees who would be involuntarily reassigned is 34. Any reassignments would be the result of consolidation of units through the reduction in the number of supervisory positions. A small number of reassignments or hires could be needed in future fiscal years to fill positions which are restructured as a result of this proposal.

Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below positions; a decrease in GS-13 and above positions; and a significant shift away from support positions. The region's intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited number of higher graded positions. VERA and/or VSIP will be offered to eligible employees where opportunities exist to achieve these reshaping goals.

Region 8 will use both the VERA/VSIP authorities to make near-term workforce adjustments. The region will offer VERA and/or VSIP to all eligible employees in the following categories:

- All non-supervisory GS-14 and GS-15s except attorneys, public affairs specialists, and toxicologists in order to restructure and consolidate highly graded non-supervisory positions. A maximum of 2 VERA or VSIP offers will be made in this category. Through attrition gained by VERA/VSIP, the region will reassign the most complex work (i.e., GS-14 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11/12/13 positions.
- All supervisory GS-14 and GS-15 supervisory environmental protection specialists in order to restructure supervisory positions. A maximum of 4 VERA or VSIP offers will be made in this category. Offers will only be accepted on a case-by-case basis. Where possible, the region will

take the opportunity to consolidate units in order to improve supervisory to staff ratios. If this is not possible, due to staff size or the nature of the work of the unit, the region will restructure these positions to one of the professional series, such as physical scientist or environmental engineer. Offers will not be made in situations where neither unit nor position restructuring is possible.

- All administrative officers and environmental protection assistants in order to consolidate administrative functions. A maximum of 2 VERA or VSIP offers will be made from this category. Work will be reassigned to existing administrative staff or eliminated, as appropriate.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 1)	
Targeted Positions for VSIP X \$25,000 (maximum cash buy-out) ¹	\$200,000
Annual Leave Buyout for 8 Targeted Positions for VERA, Optional Retirement or Resignation	\$175,181 ²
Total Maximum Direct Costs	\$375,181

Table B - Estimated Savings for FY 2018 through FY 2020				
	FY 2017 Payroll	Estimated FY 2018 Savings ³	Estimated FY 2019 Savings	Estimated FY 2020 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)*	\$76,360,459	\$78,956,715	\$80,930,632	\$82,953,898
B. Payroll Savings (Payroll for 8 VERA/VSIP targeted positions with 9/30/17 Buyout Date with 0% of year remaining in 2017) ⁴	\$0	(\$1,554,474) ⁵	(\$1,593,335)	(\$1,633,169)
C. Working Capital Fund Savings	\$0	(\$33,088)	(\$33,915)	(\$34,763)
D. VSIP Buyout (\$25,000 X 8)	\$200,000	\$0	\$0	\$0
E. Leave Payout Estimate (presumes 320 hours at GS 14/10 average salary)	\$175,181	\$0	\$0	\$0
F. Total Costs (A+B+C+D+E)	\$76,735,640	\$77,369,153	\$79,303,382	\$81,285,966

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¹ Maximum of 8 positions

² Assumes 320 hours of leave at the GS-14 Step 10 level for 8 positions

³ Payroll costs are assumed to increase 3.4% in FY18 and 2.5% in FY19 and FY20.

⁴ Reimbursable and special accounts are excluded.

⁵ Savings estimates are based on 8 GS-14 Step 10 positions due to the predominant grade levels of the positions being offered.

G. Total Projected Savings with VERA/VSIP (A-F)	(\$375,181)	\$1,587,562	\$1,627,250	\$1,667,932
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XXII. Region 9

Business Case

For specific organizations and designated positions located in San Francisco, CA, Region 9 will use the VERA/VSIP authorities to decrease the number of supervisory positions, reduce highly-graded non-supervisory positions, and streamline administrative support, STEM and other administrative and program operations by consolidating, reducing and restructuring positions to achieve workforce reductions in the following areas.

VERA & VSIP Categories and Specific Positions

For positions located in San Francisco, CA, the following categories and specific positions are included in Region 9's VERA/VSIP request.

Delayering (increasing supervisor-to-staff ratio): Pending the completion of a regional review of all supervisory positions, we will achieve workforce reductions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape the Public Affairs Office by one Supervisory Public Affairs Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.
- Environmental Management Division: Reduce and reshape the Infrastructure Services Branch by one Supervisory Information Technology Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.

Consolidate or reduce administrative or support functions: To improve administrative support functions through consolidation, we will reduce and reshape positions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape administrative support positions within the Immediate Office by one Administrative Specialist position.
- Air Division: Reduce and reshape the administrative support team by one Secretary position.
- Water Division: Reduce and reshape the administrative support team by three Environmental Protection Assistant positions including one position at the GS-7 level and two positions at GS-8 level.

Restructure or reduce highly-graded non-supervisory positions: Reduce and reshape highly-graded non-supervisory positions in the following organizations.

- Enforcement Division. Reduce and reshape two non-supervisory Environmental Protection Specialist positions including one GS-14 position and one GS-15 position. These positions will be restructured to lower-graded positions aligned to the agency's program priorities.
- Superfund Division. Reduce and restructure one non-supervisory Environmental Scientist (On-Scene Coordinator) position in the Emergency Response Section with promotion potential limited to the GS-13 level.

Restructure to focus on STEM/programmatic priorities;—Reduce and reshape STEM and program specialist positions to align with new environmental program priorities in the following organizations.

- Enforcement Division. Reduce and reshape positions to establish a more efficient and effective Federal enforcement and compliance program aligned with the agency’s strategic direction across all program job series including:
 - Environmental Protection Specialist positions including one GS-12 and four GS-13 graded positions. The reductions will be used to reassign staff to new program priorities. STEM positions including two Environmental Engineer positions and two Environmental Scientist positions. The reductions will be used to reassign staff to new program priorities.
- Superfund Division. Reduce and reshape positions to establish a more efficient and effective emergency and remedial response programs to meet new program directions including:
 - Restructuring one On-Scene Coordinator position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reduction will allow us to reassign staff to align with program activities. Restructuring one Remedial Project Manager position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reductions will be used to reassign staff to align with program activities.
- Environmental Management Division. Reduce and reshape the environmental management system program within the Infrastructure Branch by one Environmental Scientist, GS-13 position. The reduction will be used to reshape and realign program activities within the region.

Consolidate and streamline functions/activities

- Office of Regional Counsel: Reduce two non-supervisory Attorney-Advisor positions including one position at the GS-14 level and one position at the GS-15 level to realign staffing with program activities.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Post-VERA/VSIP Operations

The VERA/VSIP plan includes a plan to reorganize the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division. Using VERA/VSIP, we have identified two supervisory positions and twenty-two non-supervisory positions across the region. The number of positions scheduled for voluntary separation represents a 3% reduction of the region’s workforce. The VERA/VSIP plan identifies the minimum number of positions needed to achieve near term workforce reductions without compromising program commitments.

Following the conclusion of the VERA/VSIP separations, a reorganization plan to restructure the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division will be finalized for implementation. Additionally, the region will assess the workforce separations and implement streamlining plans to consolidate administrative support services, reduce work in non-priority areas, and reassign personnel, as necessary, to perform agency program objectives.

We anticipate processing the following personnel actions to implement restructuring plans

- Directed Reassignments to balance supervisor-to-staff ratios among remaining supervisors
- Directed Reassignments to realign position assignments to program priorities
- Details
- Abolish no longer needed supervisory or higher-graded positions

Use of VERA and VSIP

The two programs will be used to gain voluntary separations from positions that have been identified for reshaping to gain program efficiencies in the following workforce areas:

- Improving the supervisor-to-staff ratio in designated organizations;
- Consolidating and restructuring of administrative support positions; and
- Restructuring STEM and non-STEM administrative and program positions to align with the agency's program priorities.

VERA Information

Region 9 employs 736 permanent employees of whom 208 are eligible for VERA.

The FY17 Region 9 workforce reduction plan targets 24 positions, which includes 168 permanent employees of whom 45 are eligible for VERA.

The total number of employees in the agency/organization who are expected to take early retirement is estimated to be 6.

Budget Information

Table A – Direct Costs for VERA/VSIP	
24 Targeted Positions for VSIP x \$25,000	\$600,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 24 Targeted Positions} note: (A)	\$313,326
Total Maximum Direct Costs	\$913,326

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost note: (B)	\$114,278,730	\$115,135,821
B. VERA/ VSIP Payout Cost	\$600,000	\$0
C. Leave Payout Cost	\$313,326	\$0
D. Post VERA/VSIP Annual Payroll Cost note: (C), (D)	\$110,242,607	\$111,069,431
E. Payroll for # New Hires	none	none
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$3,122,797	\$4,066,390
G. Pre-VERA/VSIP Annual WCF Cost note: (E)	\$4,420,981	\$4,487,295
H. Post VERA/VSIP Annual WCF Cost	\$4,302,835	\$4,367,377
I. WCF for # New Hires	none	none

J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$118,146	\$119,918
Projected Savings with VERA/VSIP (F + J)	\$3,240,943	\$4,186,308

Notes:

- (A) Based on [[HYPERLINK "https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/SF.pdf"](https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/SF.pdf)], all grades at step 10.
- (B) Using PPE 4/29/17, based on same pre-VERA/VSIP FTE level, assume 1.5% COLA increase in FY18, 1% COLA increase in FY19.
- (C) Based on all grades at step 10, assume 30% benefits and 1.5% COLA increase for ¾ of FY18.
- (D) Based on all grades at step 10, assume 30% benefits and 1% COLA increase for ¾ of FY19.
- (E) Using FY17 WCF level, assume 1.5% increase in WCF in FY18 and FY19.

XXIII. Region 10

Business Case

Region 10 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts in four areas:

- Restructure to focus on STEM/programmatic priorities;
- Consolidate and streamline functions/activities/reduce the number of programs;
- Restructure or reduce highly-graded supervisory or non-supervisory positions; and
- Consolidate or reduce administrative or support functions.

Region 10 employs 544 non-term employees (including part-time employees). Currently, 118 (22%) of Region 10's workforce is eligible for a Regular Retirement, and 125 (23%) are eligible for an Early Retirement. Region 10 estimates this proposal will achieve greater results and accelerate efficiencies by building on the successful VERA/VSIP processes in FY14 and FY15 in which 53 people (nearly 10% of the workforce) separated. Using a strategic focused approach to identify eligible positions in each Office, the region believes that VERA/VSIP can accelerate its continuing progress on workforce restructuring goals. Region 10 estimates that offering VSIP in conjunction with VERA will increase the region's ability to meet these goals. Region 10 does not plan to offer VSIP to employees not currently eligible for Regular Retirement or Early Retirement, as management has determined that approach will not enable the organization to preserve key skill sets and positions supporting mission objectives. The estimate of the total number of employees in Region 10 who are expected to take early retirement is 10. Conceivably, not all employees interested in applying for a VERA/VSIP will receive an offer, as more employees may be interested than offers extended.

Absent a VERA/VSIP, Region 10 anticipates no involuntary actions of an adverse nature, although some employees may need to be reassigned. Region 10's implemented of a significant reorganization in 2016 and does not anticipate undertaking additional reorganization following the implementation of this VERA/VSIP proposal. The theme-based paragraphs below convey a sense of how the region would operate with certain positions restructured, eliminated, or reclassified with a different set of programmatic responsibilities and technical skill sets.

All of the region's offers would be made to individuals holding positions targeted for restructuring or elimination. The region would need to undertake a small number of personnel actions (such as reassignments and/or merit promotions) once those accepting offers have departed to fully implement this plan.

Region 10 proposes to extend a maximum of nineteen VERA/VSIP offers among incumbents of 41 targeted positions which are eligible for either regular or early retirement. An additional 37 targeted positions are occupied by individuals not eligible for either regular or early retirement, and Region 10 does not plan to extend any VSIP offers to them. Duty stations are primarily in Seattle, but also in Richland, WA and Portland, OR. These nineteen planned offers fall into four of the six major themes identified by the agency. Assuming the offers are accepted and positions vacated, the region plans to restructure or eliminate these positions as described in the targeted position spreadsheet.

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Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP 19 x \$25,000	\$ 475,000
Annual Leave Pay Out for 19 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 19 of Targeted Positions}	\$ 224,640
Total Maximum Direct Costs	\$ 699,640

Table B – Estimated Savings for FY 2018 through FY 2019			
	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	75,360,000	75,360,000	75,360,000
B. VERA/ VSIP Payout Cost	475,000		
C. Leave Payout Cost	224,640		
D. Post VERA/VSIP Annual Payroll Cost (less 19 FTE's average cost)	75,360,000	72,517,928	72,517,928
E. Payroll for # New Hires (assume 17 FTE's external to Region 10 by mid-year in FY 18)		1,259,487	2,518,974
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	(699,640)	1,582,585	323,098
G. Pre-VERA/VSIP Annual WCF Cost	2,168,900	2,168,900	2,168,900
H. Post VERA/VSIP Annual WCF Cost	2,168,000	2,091,000	2,091,000
I. WCF for # New Hires (assumes half of WCF costs mid-year in FY 18 - \$2,050 * 17 and full costs \$4,100 * 17 in FY 19)		34,850	69,700
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	2,168,900	43,050	8,200
Projected Savings with VERA/VSIP	(699,640)	1,625,635	331,298

MEMORANDUM

SUBJECT: Update on Voluntary Separation Incentive Payment (VSIP) and Voluntary Early Retirement Authority (VERA) Opportunities

FROM: Mike Flynn
Acting Deputy Administrator

TO: All EPA Employees

On June 1, 2017, I announced that the agency had begun a workforce reshaping effort in which headquarters and regional offices were reviewing their current organizations and analyzing where they can achieve efficiencies. On June 16, 2017, the agency submitted its draft request to the Office of Personnel Management and the Office of Management and Budget to use VERA (also known as early-out) and VSIP (also known as buy-out) where it makes sense and where it is aligned with these efficiencies.

The agency-wide business case reflects multiple factors including increasing the staff to supervisor ratio; consolidating and streamlining ~~support~~ functions; restructuring or reducing highly graded supervisory and non-supervisory positions; and, focusing on core business functions, programmatic and STEM priorities, ~~and consolidating and streamlining programs and functions.~~

We expect to hear from OPM and OMB on our request by late June. In the interim, agency management will share with their employees information on the grades, occupational series, and geographic locations designated for VERA and VSIP within their organization. We expect a limited number of employees will be offered VERA/VSIP, and those who accept a VERA/VSIP offer must leave the agency by late August 2017. The decision to take advantage of a VERA or VSIP is entirely voluntary.

Throughout this process, we ~~have been~~ are working with our union partners. We will provide more details as they become available. Thank you again for your support as we work through this process.

**U.S. Environmental Protection Agency
Voluntary Early Retirement and Voluntary
Separation Incentive Payments Authorities
Business Cases and Budget Projections**

EPA Business Cases and Budget Projections

I. Introduction

EPA is seeking to reduce, restructure and reshape its various program and regional offices according to the following themes: delayering to increase supervisor to staff ratio; consolidation or reduction of administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions/activities/reduce number of programs. VERA and VSIPs will be offered to all regional offices and program offices except the Office of Inspector General (22 total offices). If the number of applications received exceeds the total number of VSIPs we can offer, approvals will be based first on service computation date for leave, then on entry on duty date (total EPA years of service.) If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first.

II. Office of the Administrator

Business Case

The Office of the Administrator over the course of many years has become one of the most highly graded organizations in the agency. As part of our strategic vision, we will continue to evaluate how well AO's organizational structure and staffing meets the agency's needs; ensuring that AO operates efficiently and effectively. Consequently, AO requests to:

1. Offer the VERA/VSIP to a generally broad segment of the AO workforce. We believe this inclusive approach will allow the majority of AO employees to decide if this is the right time for them to accept the VERA/VSIP rather than management deciding for them by limiting the positions targeted.

2. Restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels. There has been a significant rise in nonsupervisory high-graded GS-14 and GS-15 positions in AO; these positions represent nearly half of our entire staff.

3. At a later date, reshape the workforce to reflect changes in programmatic direction; strengthen technical programmatic expertise with the appropriate skill mix; and maximize administrative support positions.

4. We will conduct ongoing assessments to ensure that AO's organizational structure meets current and future operational needs. Each Associate Administrator and Staff Office Director will continue to discuss their organization's priorities with the Chief of Staff and Deputy Chief of Staff. These structured meetings will specifically discuss how AO will advance the Administrator's priorities for the remainder of FY17 and begin analysis of FY18 conditions as information becomes more available. These discussions will enable refined assessment of the workforce, budget, and efficiencies across AO, as well as set priorities and develop action items AO-wide. Additionally, these discussions will aid in identifying potential savings and synergies to maximize effective utilization of AO's resources.

Information Required for VERA and VSIP Requests

Overall AO has targeted 152 positions out of a total 339 positions (339 does not include political appointees). Of the targeted positions, 110 of the 152 are GS-13 or higher and all are non-supervisory. We intend to offer VERA/VSIP to restructure a maximum of 65 positions in AO. All positions that are offered VERA/VSIP, with the exception of one SL level position which will be eliminated, will be restructured, primarily at a lower grade level. AO will continue to identify opportunities to improve the efficiency and effectiveness of the existing workforce by offering opportunity to train and develop staff through creative approaches using short-term assignments via Skills Marketplace; details through Talent Hub; and opportunities to participate in training and developmental programs. In addition, AO will continue to seek ways to streamline processes; eliminate or modify areas of redundancy and encourage our workforce to join networks to share new methods and resources for performing the day-to-day work in support of the office mission and the Administrator's overall goals.

Finally, each office has developed a plan to maintain office functions while positions are restructured and re-staffed. Their selection of positions to be offered is predicated on their ability to restructure the position and hire employees with new skills and at lower grade levels to meet future requirements – up to their AO designated FTE ceiling.

Both the VERA and VSIP opportunities will be offered to staff in targeted series in all 12 individual offices within the Office of the Administrator. Targeting decisions were made by senior managers based on the specific mission needs required to reshape the workforce and lower the overall personnel compensation and benefits salary base. This proposal sets a maximum number of VSIPs to be offered for each series in each office. Decisions on who receives VSIPs will be made on the basis of seniority. These offers are based on an understanding that these offices will be allowed to restructure position and staff up to their AO authorized FTE ceiling.

NOTE: Given the pool of available candidates across our offices, if AO does not receive a high percentage of applicants at the GS-15 or GS-14 levels in any particular office, we request the flexibility

to increase (or decrease) the offer number in one or more categories, as long as our total reduction does not exceed a total of 65.

VSIP-Specific Information

The targeted position spreadsheet identifies the details of the specific positions to be offered VSIP and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level with only one exception as noted above. The maximum amount of voluntary separation incentive payments to be offered in AO is 65. In AO everyone that is early out (VERA) is VSIP eligible as well. Our organizational charts are attached – AO is not making any changes to its organizational structure at this time. However, we continue to assess potential opportunities to gain greater efficiencies.

VERA-Specific Information

The total number of position with the Office of the Administrator potentially undergoing change is 65. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level except one. AO does not have any employees in the program who will be involuntarily separated, downgraded, transferred, or reassigned as a result of these actions. AO has a total number of 75 employees eligible for early retirement. The estimated total number of employees in the Office of the Administrator who are “likely” to take early retirement is approximately 30, which is about 40% of the total eligible employees.

The Office of the Administrator plans to offer opportunities for temporary assignments with possible reassignments; using Talent Hub to post opportunities for lateral reassignments; and allow offices to recruit, where needed, at the lowest grade level possible for specific skillsets that are not available within the agency. These recruitments will include the restructured positions which will decrease the total number of non-supervisory GS-14/15 positions.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,625,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation { Hourly rate based on the average grade and step of the targeted pool \$64.09 x 240 x 65 of Targeted Positions }	\$999,804
Total Maximum Direct Costs	\$2,624,804

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$70,252,000	\$70,252,000
B. VERA/ VSIP Payout Cost	\$1,625,000	
C. Leave Payout Cost	\$999,804	
D. Post VERA/VSIP Annual Payroll Cost	\$61,720,339	\$65,438,323

E. Payroll for # New Hires (GS 7,9,11) \$28.35 x 2080 x 64 of Targeted Positions	\$3,773,952	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,132,905	
G. Pre-VERA/VSIP Annual WCF Cost	\$5,375,245	
H. Post VERA/VSIP Annual WCF Cost	\$5,051,998	
I. WCF for # New Hires	\$317,923	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$5,323	\$5,323
Projected Savings with VERA/VSIP (F + J)	\$2,178,228	\$4,819,000 (A-D+J)

III. Office of Air and Radiation

Business Case

Over time, OAR has taken a number of steps to reshape its administrative workforce, including:

- Reorganizing work units and realigning or eliminating positions in order to consolidate mission support functions;
- Replacing positions performing non-inherently governmental clerical duties with grantees; and
- Offering separation incentives to employees whose positions were identified as redundant or obsolete.

Such incremental efforts, combined with ongoing attrition, have proven effective at realizing improved customer service with fewer positions and a lower cost to payroll. Also, in recent years EPA has adopted new internet-based data systems that require analysts who are skilled in using the full capability of the systems and who must be able to produce and interpret data reports. As the demands of mission support functions have evolved, OAR has found that on-the-job training is not always sufficient to enable employees to use these systems effectively, and that new skills sets are needed.

In the event that EPA determines that OAR will offer new separation incentives, such incentives will be offered to non-SES positions in administrative series, predominantly in the 0300 family, in order to: 1) continue OAR's efforts to realize workforce efficiencies by consolidating and eliminating positions that are no longer mission-critical or that can be done at lower grade levels; and 2) refocus efforts on programmatic priorities.

Our proposal seeks to streamline administrative operations and reduce the number of personnel with obsolete skills. In addition, in certain offices, it is necessary to redirect limited resources from general administrative services to essential programmatic functions required for meeting agency strategic goals, as well as to support new and emerging agency priorities and federal environmental and programmatic mandates.

This VERA/VSIP proposal includes a total of 67 eligible positions and sets forth a maximum total number of 20 VERA/VSIP offers in OAR, as shown in the targeted position spreadsheet.

For any positions vacated by an employee who accepts VERA/VSIP, the office will redistribute mission-critical duties to existing positions to the extent possible. Depending on the availability of FTE in FY2018 and beyond, offices will seek to fill any competency gaps not addressed through redirection of duties by establishing positions and recruiting for skill sets needed for programmatic and mission-critical priorities as permitted by EPA.

How VSIP will be used in conjunction with VERA

About 15% of OAR's workforce is eligible for optional retirement. Combined with employees eligible for early retirement, the total number of VSIP + VERA employees constitute 40% of our workforce. We are requesting authority to offer VSIP/VERA in order to reach the goal of 20 voluntary separations. Offering VSIP/VERA is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and better align the skill sets needed to meet current and future mission needs.

VSIP-Specific Information

The categories of positions that will be offered VSIP are the same as those indicated in the targeted position spreadsheet. This VERA/VSIP proposal targets a total of 67 positions and set forth a maximum total number of 20 VERA/VSIP offers in OAR. OAR will accept VSIP offers alone, or in combination with VERA or Optional Retirement.

OAR does not expect that any reorganizations will be necessary after the agency has completed the incentive payments. However, OAR will continue to explore ways to further improve workforce efficiencies.

VERA-Specific Information

OAR employs 1,119 employees as of May 12, 2017. Approximately 270 employees are eligible for early retirement. The estimate of the total number of employees in OAR who are expected to take early retirement is five or fewer.

As stated above, at this time, OAR does not expect that any reorganizations will be necessary post-VERA/VSIP. Certain personnel actions may be necessary as a result of the departures of staff. Some position descriptions may need to be updated to reflect new or amended duties, and this could require the processing of reassignment or realignment actions if the change is more than minimal. In addition, depending on where these departures occur, it may be necessary to offer details/temporary promotions to cover work if it cannot be handled by current staff. We would expect these actions to be few and used mainly if workforce departures are unevenly distributed.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 500,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 245,000
Total Maximum Direct Costs	\$ 745,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$172,283,000	\$172,283,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$170,163,000	\$170,163,000
E. Payroll for # New Hires	\$225,875	\$451,750
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$1,894,125	\$1,668,250
G. Pre-VERA/VSIP Annual WCF Cost	\$14,725,000	\$14,725,000
H. Post VERA/VSIP Annual WCF Cost	\$14,545,000	\$14,545,000
I. WCF for # New Hires	\$22,500	\$45,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$157,500	\$135,000
Projected Savings with VERA/VSIP (F + J)	\$2,051,625	\$1,803,250

- A. Assumes payroll allocation from FY17 Enacted budget for OAR.
B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
D. Assumes annual payroll cost of average salary of eligible positions (\$106,000) x 20 positions = \$2,120,000.
E. Assumes hiring 5 GS-12, step 5 positions in Washington, DC. Start date April 2018.
F. A – B – C – D – E
G. Assumes working capital fund allocation from FY17 Enacted budget for OAR.
H. Assumes \$9K WCF per person x 20 positions = \$180,000.
I. Assumes \$9K WCF per person.

IV. Office of Administration and Resources Management

Business Case

The Office of Administration and Resources Management is requesting approval authority for the use of VSIP and VERA to transform its workforce by placing a renewed focus on core business services, eliminating business services with low demand, centralizing internal support in select administrative areas, and reshaping the workforce to optimize support to the agency.

OARM has 698 permanent employees. The VERA/VSIP plan targets 154 positions: 34 positions in support job series and 120 positions in programmatic series. Targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is 98 as shown in the targeted position spreadsheet. These offers span 20 different job series. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. The estimate of the total number of employees in OARM who are expected to take early retirement is five. OARM will focus on the following themes:

- Restructure or reduce highly graded, supervisory and non-supervisory staff positions (GS 14 and 15) into lower graded positions that support the skills and competencies needed to meet current and emerging mission and program requirements and rebalance the current structure and recruit

at lower grade and career ladder levels. (Note that in one of OARM's divisions (OROM/FACMD) the pool for 0343 positions does not include one GS-14. This position acts as the Committee Management Officer and is excluded because it is required by GSA and the FAC Act.)

- Restructure positions to focus on core business functions where needs can be met more economically, by leveraging technology, or utilizing other resources. Includes the printing function, printing officers, and elimination of embedded attorney services in favor of OGC expertise. These positions will be restructured at lower grade levels and into positions that support core business functions.
- Consolidate or reduce administrative or support functions to increase emphasis on positions and series directly supporting our core business functions – facility, engineering, contract, grant and human resources management.
 - Reduce the number of employees in specific occupational series (e.g., automation clerks, secretaries, procurement analysts, grants assistants, program and management analyst positions).
 - Realign current administrative specialists and program analysts to consolidate internal HR support and budget execution in OARM to achieve efficiency.
 - Restructure positions to recruit candidates having skills required to close current competency gaps.

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

How VSIP will be used in conjunction with VERA

OARM has 121 employees eligible for regular retirement and 164 eligible for early retirement through VERA in the above identified series. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to OARM to reshape its organization. The VSIP can further increase the potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities. Thus, the combination of VERA and VSIP provides the greatest likelihood for OARM achieving the necessary reshaping and restructuring of its workforce.

The types of personnel actions anticipated as a result of the above proposed restructuring and elimination of positions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and possible external competitive recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 2,450,000
Annual Leave Pay Out for 98 Targeted Positions for VERA, Optional Retirement or Resignation {\$64.86* per hour x 240 x 98 Targeted Positions}	\$ 1,525,507.20
Total Maximum Direct Costs	\$ 3,975,507.20

*Payroll estimated on a GS-13, step 5 (\$51.48) with 26% included for loaded cost in Washington, D.C.

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$110,695,000	\$110,695,000
B. VERA/ VSIP Payout Cost	\$2,450,000	\$2,450,000
C. Leave Payout Cost	\$1,525,507.20	\$1,525,507.20
D. Post VERA/VSIP Annual Payroll Cost	\$96,485,000	\$96,485,000
E. Payroll for 84 New Hires	\$4,617,900	\$4,617,900
F. Payroll Savings for 98 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$5,616,592.80	\$5,616,592.80
G. Pre-VERA/VSIP Annual WCF Cost	\$6,280,000	\$6,280,000
H. Post VERA/VSIP Annual WCF Cost	\$5,473,852	\$5,473,852
I. WCF for 84 New Hires	\$690,984	\$690,984
J. WCF Savings for 98 VERA/VSIP Targeted Positions (J = G – H – I)	\$115,164	\$115,164
Projected Savings with VERA/VSIP (F + J)	\$5,501,428.80	\$5,501,428.80

V. Office of the Chief Financial Officer

Information Required for VERA and VSIP Requests

OCFO plans to reduce the number of administrative positions by using VERA/VSIP authorities to:

- Eliminate a clerk position.
- Reduce the number of financial technician positions.
- Reduce the number of secretary positions within OCFO's Office of the Controller (Reduce the number of management analyst positions within OC).

In addition, OCFO plans to reduce the number of financial management positions in OC by using VERA/VSIP authorities to:

- Reduce the number of financial specialist positions.
- Reduce the number of accountant positions.

Vacated clerk, secretary, and financial technician positions will be abolished. After VERA/VSIP offers have been accepted, OCFO will determine how many OC positions remain in the management analyst, accountant, and financial specialist series, and make appropriate workforce decisions. These decisions include possible reassignments of remaining personnel to fill positions in other parts of OCFO to fill mission-critical needs. The decisions also include possible restructuring to fill a small number of vacated positions with new skills needed to perform and support advanced data analytics and deliver

secure, high-quality financial management processes, operations, and systems. These changes would be part of EPA's continuing efforts to meet the demand for a technologically sophisticated, analytical financial management workforce, as well as qualified technical and IT security staff.

OCFO will be able to operate without eliminated positions due to increased use of technology. Over time, the agency's financial management programs and functions have undergone significant change, particularly in the use of technology. In October 2011, the agency implemented the Compass Core Financial System, a key element of EPA's overall Financial System Modernization Plan, which provided increased integration among EPA's various systems and added new functionality. Now, we will take greater advantage of the full functionality of Compass to reduce our need for separate systems which cost time, money, and staff resources to integrate. As just one example, moving portions of the payment tracking systems and other interfacing systems into Compass will eliminate the need to reconcile discrepancies when all functionality is housed in one system. This should result in streamlined processes, better data quality, and reduced staff needed for integration of the separate systems and reconciliation of data. As a result, the workforce supporting the agency's financial management operations including the supporting administrative staff, which are located in OCFO, can be restructured and reduced, while qualified technical and IT security staff would be maintained.

We will be able to realign or reorganize to create operational efficiencies, while at the same time minimize any potential negative impacts on the workforce. We also plan to recruit for new skills needed by hiring a modest number of positions. We will recruit candidates who have analytical and critical thinking, and information management and technology skills. If needed, OCFO will implement management-directed reassignments or details to ensure mission-critical programs are not interrupted. OCFO's senior leadership will ensure that the highest priorities of EPA and OCFO will be carried out during this time of organizational change and workforce restructuring.

VSIP will be used in conjunction with VERA to maximize the incentives for employees to accept a VERA/VSIP offer. OCFO's attrition rate is low, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. For these individuals, VSIP is the only incentive we can offer. Another target group is eligible for neither optional retirement nor early retirement. For these individuals too, VSIP is the only incentive available. Given that a reduced government income relative to optional retirement is inherent in VERA, we anticipate VSIP to be a necessary enticement also among the target group who are VERA-eligible. VERA authority in conjunction with VSIP will be essential if we are to reach our goal of 27 voluntary separations from among a target group of 160.

VSIP-Specific Information

- The maximum number of VERA/VSIP to be offered is 27.
- The maximum amount that will be paid is \$25,000.
- The total maximum amount that will be paid is \$675,000.

A maximum of 27 VSIP payments would be offered in accordance with the targeted position spreadsheet.

VERA-Specific Information

As of May 15, 2017, OCFO has 303 non-temporary employees on board. 83 employees are eligible for early retirement. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is 20. At this time, we anticipate one position in an occupational series

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that OCFO no longer needs may require the incumbent to be involuntarily separated unless the individual accepts a VERA-VSIP offer or finds a position in another EPA office or federal agency. The types of personnel actions anticipated as a result of OCFO's need for VERA include separations, details (if necessary), reassignments, abolished and/or reclassified positions, and internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
27 VERA/VSIP Offers x \$25,000	\$ 675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate (\$49.66) based on the average grade and step (GS-12, Step 10) of the targeted pool x 240 x 27 Offers to Targeted Positions}	\$ 321,797
Total Maximum Direct Costs	\$ 996,797

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate ¹	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$43,281,345	\$43,281,345
B. VERA/ VSIP Payout Cost ²	\$675,000	\$0
C. Leave Payout Cost ²	\$321,797	\$0
D. Post VERA/VSIP Annual Payroll Cost ²	\$39,913,078	\$39,913,078
E. Payroll for 7 New Hires	\$725,473	\$725,473
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$1,645,997	\$264,2794
G. Pre-VERA/VSIP Annual WCF Cost ³	\$2,163,000	\$2,163,000
H. Post VERA/VSIP Annual WCF Cost	\$1,974,000	\$1,974,000
I. WCF for # New Hires	\$49,000	\$49,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$140,000	\$140,000
Projected Savings with VERA/VSIP (F + J)	\$1785997	\$2,782,794

¹Based on FY 2017 projected payroll

²Calculations are based on a GS-12 Step 10 (for 2017 in Washington DC), the average cost of the targeted pool. Eligible employees are located in Washington, RTP, Cincinnati, and Las Vegas. The 2017 GS-12 Step 10 salary is \$103,639 or \$49.66/hr. With a 30% increase to account for benefits, the total annual cost is \$134,730 annually.

³Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and is estimated at \$7,000 per position. Savings for 27 positions for one year is \$7,000 x 27 positions = \$189,000.

VI. Office of Chemical Safety and Pollution Prevention

Business Case

OCSP is requesting approval authority for the use of VSIP and VERA together to transform its workforce to meet administrative and programmatic challenges facing the organization by reducing administrative support positions through efficiencies and technology, reshaping the organization to reflect changes in programmatic direction and increased efficiency, and reducing and restructuring our

highly-graded full-time equivalents. OCSPP plans to offer both VSIP/VERA together (except for series GS-0303 which will only receive VSIP).

- Reduce the number of Miscellaneous Clerk and Assistant positions across OCSPP. As technology use across the workforce has expanded, many of the activities of the administrative staff in this series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into user-friendly automated systems, i.e., Concur, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in this administrative field and will enable the organization to reduce obsolete skills and consolidate a broader range of functions. OCSPP has 3 of these positions. One is in the Office of Pollution Prevention and Toxics (GS-10) in Washington, DC, and 2 are in the Office of Pesticide Programs in Arlington, VA (GS-7, GS-8). All offers would be accepted.
- Reduce and restructure the work of non-supervisory Miscellaneous Administration and Program Series positions in the OCSPP IO to restructure positions with new skill sets that advance multimedia approaches and new technology. The IO will look to restructure positions requiring broader programmatic experience, communication and communication technology and the use of collaboration tools to better support the IO senior management. The IO would evaluate and determine how to restructure any position prior to filling the position. The IO has 2 GS-13 non-supervisory positions in this series in Washington, DC. All offers would be accepted.
- Reduce the number of Miscellaneous Administration and Program Series positions in OPPT's Information Management Division. The functions of OPPT have evolved with the manner and processing of submissions under the Toxic Substances Control Act (TSCA). Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OPPT would expect to fill any new FTE positions at lower grades in restructured positions. OPPT has 4 non-supervisory GS-13 positions in this series in IMD. Up to two offers would be accepted.
- Reduce and restructure the number of non-supervisory GS-15s across OCSPP. Many non-supervisory GS-15 positions were established to focus on specific programs when sufficient higher graded work was present. Program priorities have evolved over time and continue to do so and not all of these positions are currently required. Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OCSPP will review positions that are vacated and determine whether the work of the position is needed or whether it should be abolished. If the position is still needed, we will evaluate and determine how it will be restructured before filling. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties, different job series or a different grade level appropriate for the scope of duties for that position. OCSPP has 56 positions eligible for retirement or early retirement (this excludes one IT security position). Up to 43 offers would be accepted across many series (3 in the IO; 22 in OPPT, 15 in OPP (see the next bullet), and 3 in the Office of Science Coordination and Policy). Positions are located in Washington, DC, Arlington, VA, Chicago, IL and Ft. Meade, MD.
- Reduce the number of OPP supervisory positions by restructuring branches in two OPP divisions. These new structures will consolidate functions across several branches to increase efficiency and increase the supervisor-to-staff ratios. In the Health Effects Division, OPP would combine information functions with science information functions into a single unit and also

combine scientific specialties related to health effects and exposure into one branch. This restructuring would lead to better cross-sharing of information and more efficient use of technical capabilities and staff resources. In the Pesticides Re-evaluation Division, OPP would eliminate one branch and task work from that branch across three other branches, eliminating the need for an administrative services branch. Reshaping these branches helps with increased efficiency and reduces the number of supervisors. OPP would re-task work to existing staff and supervisors. OPP currently has 3 positions located in Arlington, VA. Two of the three are GS-15-0343 Program Analysts, and one is a 0401Biologist. Up to 15 positions would be accepted in OPP from this group and the OPP non-supervisory GS-15s combined (OPP current and future organization chart attached.)

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,250,000 (50 x \$25,000)
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$797,880 (\$66.49 x 240 x 50)
Total Maximum Direct Costs	\$ 2,047,880

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$154,647,000	
B. VERA/ VSIP Payout Cost	\$1,250,000	
C. Leave Payout Cost	\$797,880	
D. Post VERA/VSIP Annual Payroll Cost	\$147,732,050	
E. Payroll for # New Hires	\$2,765,980	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,101,090	
G. Pre-VERA/VSIP Annual WCF Cost	\$8,703,000	
H. Post VERA/VSIP Annual WCF Cost	\$8,354,100	
I. WCF for # New Hires	\$139,560	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$209,340	
Projected Savings with VERA/VSIP (F + J)	\$2,310,430	

- A. EPM and S&T payroll (EPM and S&T payroll).
- B. \$25,000 x 50
- C. Average hourly for GS-13/5 x 240 hours x 50 staff (\$66.49 x 240 x 50)
- D. Anticipates all 50 staff (max offers) taking VERA/VSIP. Payroll in line A less fully loaded GS-13/5 (\$138,299 x 50).
- E. Assumes hiring of 20 new staff at yearly salary of \$138,299 per employee.
- F. See calculation formula above.
- G. From BAS 2016 Enacted
- H. Anticipates all 50 staff (max offers) taking VERA/VSIP.
- I. Assumes hiring of 20 new staff at yearly WCF cost of \$6,978 per employee.
- J. See calculation formula above.

VII. Office of Enforcement and Compliance Assurance

Business Case

The Office of Enforcement and Compliance Assurance is requesting authority for the use of VERA and VSIP to address longstanding shortfalls in extramural and other non-pay accounts through elimination or restructuring of positions vacated by departing employees.

OECA will offer VERA/VSIP broadly to enable redirection and refocusing of resources to establish a more efficient enforcement and compliance program aligned with the agency's strategic direction. OECA will accept VERA/VSIP applications for eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators, allowing the OECA to reshape its workforce, consolidate functions, and preserve extramural funds necessary to meet core business needs. The VERA/VSIP would encompass GS 5 – 15 positions in all locations. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

NOTE: Given the pool of available candidates, if OECA does not receive applicants at the numbers outlined in the Targeted Positions Template, we request the flexibility to increase (or decrease) the number in one or the other category, as long as our total does not exceed 51. This would be implemented by adhering to the selection criteria for each job category and then adjusting other categories where appropriate to meet overall target levels.

Through a combination of restructuring and elimination, OECA will refocus the workforce and balance extramural needs to meet changing priorities in coordination with our state and local partners. Some of OECA's components include separate administrative and program support functions which may be consolidated to reduce redundancies and promote greater efficiency. In addition, OECA may restructure compliance and enforcement activities across organizational lines to improve coordination and streamline functions. For the GS-2210 Information Technology Specialist positions, OECA will restructure two information-security positions and reassign work to lower graded employees in this series. While these are positions with direct-hire authority, reassignments internal to the agency should allow us to meet program needs.

OECA has 681 non-temporary employees in targeted positions, of which 164 are VERA-eligible and 522 are VSIP-eligible. OECA plans to offer up to 51 VSIPs (with or without VERA) to eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators in a pool of 506 targeted positions. This broad applicant pool will enable a large-scale approach towards a multi-faceted reshaping effort.

The estimate of the total number of employees in OECA who are expected to take voluntary early retirement are 25. With a target of 51 positions overall, we plan to restructure 25 positions to meet changing agency priorities and eliminate 26 positions to address longstanding financial needs for critical agency support activities.

Personnel actions as a result of the VERA/VSIP will likely be part of broader agency reform and restructuring efforts and will be a combination of details, reassignments, competitive hires and realignments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,275,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 788,015
Total Maximum Direct Costs	\$2,063,015

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,598,000	\$92,598,000
B. VERA/ VSIP Payout Cost	\$ 1,275,000	
C. Leave Payout Cost	\$ 788,015	
D. Post VERA/VSIP Annual Payroll Cost	\$83,265,000	\$83,265,000
E. Payroll for # New Hires	\$ 915,000	\$ 1,830,000
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 6,354,985	\$ 7,503,000
G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,896,200	\$ 3,896,200
H. Post VERA/VSIP Annual WCF Cost	\$ 3,503,500	\$ 3,503,500
I. WCF for # New Hires	\$ 38,500	\$ 77,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 354,200	\$ 315,700
Projected Savings with VERA/VSIP (F + J)	\$ 6,709,185	\$ 7,818,700

- A. Fully loaded average payroll cost for targeted positions (\$183,000 x 506).
- B. \$25,000 x 51.
- C. Average hourly for GS-14/7 x 240 hours x 51 staff.
- D. Fully loaded average payroll cost for targeted positions minus 51 (\$183,000 x 455).
- E. Assumes hiring of 10 new staff at yearly salary of \$183,000 per employee; 6 months of FY 2018/full year 2019.
- F. See calculation formula.
- G. Average WCF cost per employee in targeted positions (\$7,700 x 506)
- H. Average WCF cost for targeted positions minus 51 (\$7,700 x 455).
- I. Assumes hiring of 10 new staff at yearly WCF cost of \$7,700 per employee; 6 months of FY 2018/full year of FY 2019.
- J. See calculation formula.
- K. See calculation formula.

VIII. Office of Environmental Information

Business Case

OEI will offer VSIP and VERA opportunities to non-supervisory GS-15, GS-14, and GS-13 staff. Our workforce analysis shows a significant proportion of OEI's workforce (132 positions or 43%) is classified in nonsupervisory high-graded GS-14 and GS-15 positions. An additional 138 positions, or 45%, are GS-13; and only 11% are graded at or below the GS-12 level. OEI needs to have a balanced

grade structure that is sustainable. Junior and mid-level staff are needed to support our IT and IM experts at the GS-14 and GS-15 levels. With the current distribution, a disproportionate number of OEI's staff is highly-graded experts, which does not allow for a career ladder growth path. Through restructuring, OEI aims to attract appropriately-skilled junior-level staff experienced in modern technology projects and programs. OEI is both an information technology and information management organization; a better distribution of these modern skills is needed to support the agency's mission.

After reducing the number of non-supervisory higher-graded positions (GS-13 and above), OEI will consolidate the higher graded work in remaining positions. Temporary work assignments may be required for high priority projects while the hiring plan is implemented. Some non-critical projects may be delayed during the transition period. Once our non-supervisory, high-graded workforce has been restructured, we will look for opportunities to centralize work where it can be or otherwise align the positions to the appropriate organizations. This will protect against duplication of effort, streamline reporting relationships, and improve accountability.

OEI averages less than 10 retirements per year, although OEI currently has 74 positions that are fully eligible for immediate retirement. Given our low attrition rate and the fact that many of our retirement-eligible employees have continued to work years beyond retirement eligibility, we request authority to offer VERA with VSIP to supplement our number to reach our goal of 30 voluntary separations. Offering VERA with VSIP is more appealing than VERA alone and will likely help us achieve the voluntary separations needed to restructure the grade levels and work of our workforce

VSIP-Specific Information

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations. We plan to offer VSIP/VERA to non-supervisory employees at the GS-13 through GS-15 levels in the specified organizations. GS-2210 IT Specialist Security/INFOSEC are not included in this proposal.

With an organizational FTE ceiling of 421 positions and a vacancy rate of 78 positions, it will be critical for OEI to develop a replacement hiring plan. The goal of the plan will be to lower our grade structure and recruit new skills needed to advance current and future information management and technology requirements for the agency given fewer resources.

We will offer 30 VSIPs, each up to the maximum of \$25,000 for a total amount of \$750,000. The following table illustrates the maximum allocation of VERA/VSIPs by OEI Office and/or Division. Review OEI's Targeted Positions Template for detailed information.

Allocation of VERA/VSIPs by Office		*Allocation of VERA/VSIP by Division (OITO and OEIP)		
ODSTA	4	OEIP	IO	1
OCAPPM	3	OEIP	EQMD	1
OBOS	2	OEIP	ERMD	2
OIM	8	OEIP	FLAD	1
OISP	3	OEIP Total		5
OEIP*	5	OITO	IO	1
OITO*	5	OITO	SBMD	4
TOTAL	[=SUM(ABOVE)]	OITO Total		5

VERA-Specific Information

As of April 17, 2017, OEI employs 343 permanent employees. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures to better meet mission needs. To gain additional cost efficiencies and improve OEI's ability to hire and retain highly qualified staff, especially in technical fields, OEI will also consider redistributing some of the restructured positions to RTP, North Carolina, where we currently have staff present. If we deem it necessary to most effectively support EPA's mission, OEI may involuntarily reassign up to 10 employees as a result of this proposal.

A total number of 79 OEI employees are eligible for early retirement. The estimate of the total number of employees in OEI who are expected to take early retirement is eight, or 10% of the total eligible. We expect to complete the following types of personnel actions as a result of OEI's need for VERA: management directed reassignments, details, voluntary separations, permanent internal and external recruitments, temporary/term internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
<i>Max. Buyout Amount:</i> 30 Targeted Positions for VSIP × \$25,000	\$ 750,000
<i>Annual Leave Pay Out:</i> Hourly rate based on the average grade and step (14/5) of the targeted pool \$60.83 × 240 Hours × 30 Targeted Positions	\$ 437,976
Total Maximum Direct Costs	\$ 1,187,976

Table B – Estimated Savings or FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost (Appropriated and WCF; assuming 2% increase each year)	\$58,118,909.46	\$59,281,287.65
B. VERA/ VSIP Payout Cost	\$750,000	
C. Leave Payout Cost	\$437,976	
D. Post VERA/VSIP Annual Payroll Cost	\$54,310,169	\$55,472,548
E. Payroll for 30 New Hires	\$573,179.00	\$650,296.00
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$2,047,585.00	\$3,158,444.00
G. Pre-VERA/VSIP Annual WCF Cost	\$2,886,314.64	\$2,886,314.64
H. Post VERA/VSIP Annual WCF Cost (30 departures)	\$2,612,246.70	\$2,612,246.70
I. WCF for 30 New Hires	\$274,067.94	\$274,067.94
J. WCF Savings for 30 VERA/VSIP Targeted Positions (J = G – H – I)	\$0	\$0
Projected Savings with VERA/VSIP (F + J)	\$2,047,585.00	\$3,158,444.00

IX. Office of General Counsel

Business Case

The Office of General Counsel provides legal services to all the agency's organizational elements with respect to all programs and activities. Specifically, OGC provides legal opinions, legal counsel,

litigation support, and assists in the formulation and administration of the agency's policies and programs as legal advisors. OGC's workforce is primarily comprised of attorney advisers. OGC often has a shortfall in its non-pay budget lines. Because the agency is considering VERA and VSIP, OGC has taken steps to ensure it only has essential personnel at the right grade level so as to ensure it has as much non-pay funding available as possible. In reviewing OGC's ongoing work and the agency's needs, OGC decided to restructure or reduce one (1) highly graded non-supervisory position and one (1) non-supervisory position in its Immediate Office. Below is the VERA and VSIP business case justification:

POSITION	FUNCTION	ORGANIZATION	LOCATION	OCCUPATIONAL CATEGORY	GRADE LEVEL
Senior Counsel for International Affairs	Oversees special projects of significant concern to the agency.	OGC Immediate Office	WA, DC	Management	SL-0905-00
Executive Assistant	Executes day-to-day responsibilities & assignments that are routine and/or may be of a sensitive nature.	OGC Immediate Office	WA, DC	Administrative	GS-0301/12

The senior counsel SL-0905 position targeted under the VERA/VSIP authorities was a new position OGC created soon after a significant environmental incident. The position's original duty station was in Denver, CO, that was changed in late 2016 to Washington, DC. The position responsibilities included special projects such as supporting the agency mission-driven environmental and human health efforts related to the Region 8 Gold King Mine. Given the reduced impacts surrounding the Gold King Mine efforts at this time, this position is no longer high priority or critical to the agency mission. OGC made the decision to eliminate this position. This position is retirement eligible. OGC will offer only the VSIP authority.

OGC's Immediate Office currently employs two executive assistant GS-0301/12 positions of which one position is considered in excess at the GS-12 level. OGC will target two positions under the VERA/VSIP authorities but will offer only one position. In reviewing its administrative support needs in the OGC Immediate Office, OGC determined that the work may be restructured at the GS-11 level. OGC will offer both the VERA and VSIP authority for the one position.

VSIP- and VERA-Specific Information

The one targeted SL-0905 position is retirement eligible. OGC will offer only the VSIP authority.

- Total 0905 General Attorney = 173 // Retirement Eligible = 25 // VERA eligible = 37 // VSIP eligible = 136

OGC is targeting two positions at the GS-0301/12 but only offering one position based on the first to apply. The one position will be eligible for both VERA and VSIP authority. The targeted GS-12 position will be restructured at the GS-11 level.

- Total 301 Miscellaneous Administration and Program = 13 // Retirement Eligible = 4 // VERA eligible = 3 // VSIP eligible = 13

Budget Information

Table A – Direct Costs for VERA/VSIP		
2 Targeted Positions for VSIP x \$25,000	\$ 50,000	
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 40,685	
Total Maximum Direct Costs	\$ 90,685	
Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$359,379	\$363,189
B. VERA/ VSIP Payout Cost	\$ 50,000	\$ 50,000
C. Leave Payout Cost	\$ 40,685	\$ 41,116
D. Post VERA/VSIP Annual Payroll Cost	\$0	\$0
E. Payroll for # New Hires	\$85,363	\$85,363
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$183,331	\$185,805
G. Pre-VERA/VSIP Annual WCF Cost	\$17,788	\$17,979
H. Post VERA/VSIP Annual WCF Cost	\$0	\$0
I. WCF for # New Hires	\$8,894	\$8,989
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$8,894	\$8,989
Projected Savings with VERA/VSIP (F + J)	\$192,226	\$194,794

Assumptions:

1. Annual Payroll cost for GS-12/6 (\$93,008) and SL position \$187,000 includes an estimated benefits rate of 27% and a 1.6% inflationary adjustment for FY18 and FY19
2. Leave Payout includes annual leave hrs of 1.3 @ \$44.72 and 447.15 hrs @ 89.90 plus a 1.6% inflationary adjustment for FY18 and FY19
3. New Hire GS-11/1 (\$66,510) plus a 1.6% inflationary adjustment
4. WCF estimated cost of \$8,800 per person plus a 1.7% inflationary adjustment for FY18 and FY19

X. Office of International and Tribal Affairs

Business Case

The Office of International and Tribal Affairs proposes offering VERA and VSIP to GS-13 through GS-15 non-supervisory staff and to a small number of staff in administrative positions to facilitate the consolidation of programs and functions across the organization.

OITA currently has 74 non-temporary employees, the majority of whom are at the GS-13 to GS-15 grade levels. We propose to offer VERA/VSIP buyouts primarily to eligible employees at these grade levels, and will restructure the positions vacated by departing employees. The maximum number of

positions eligible will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts.

OITA seeks to align the work of its international and tribal programs with administration priorities. Because of the administration's focus on fewer high-priority initiatives for international and tribal programs, OITA will need fewer higher-graded employees to serve as program leads. (The reduction in the number of key program areas is more significant in the international programs than in the tribal programs, and OITA is targeting fewer positions in its American Indian Environmental Office, accordingly).

Although OITA offered VERA/VSIP in 2014, the Office still has GS-13 through GS-15 level employees performing some functions that could be performed by staff at lower grades. As part of the office's efforts to realign its work and consolidate functions, less complex work will be restructured into lower-graded positions, which will facilitate consolidating more complex duties (e.g., policy development, multilateral negotiations, etc.) among the higher-graded staff who remain following the VERA/VSIP process. EPA offers in-house training (e.g., COR certification, IA Project Officer certification, etc.) that can help prepare lower-graded staff to assume some of the less complex duties currently being performed by higher-graded employees.

A reduction in the number of programs and the number of staff should also allow OITA to further consolidate some administrative functions, with slightly fewer staff providing administrative support to the office's programs. (OITA's 2014 VERA/VSIP process saw the departure of a number of key administrative support staff. Although some further consolidation is possible, there are currently fewer opportunities to reduce administrative functions than to collapse program management functions). OITA's current structure is already "flat." The office anticipates no reorganization as a result of VERA/VSIP. Realignment within each of OITA's constituent organizations are more likely, with teams being combined or staff assignments being consolidated.

Tentative areas of workforce reshaping and restructuring include:

- A reduction in the number of formal teams. Staff in OITA's program components are currently divided into a total of nine teams, each of which is headed by a GS-15 Senior Advisor. Combining existing teams will allow us to reduce the need for a number of higher-graded staff.
- A reduction in the number of GS-15s other than Senior Advisors. OITA's international programs currently have three non-supervisory GS-15s serving in positions other than team leaders. Several of these GS-15s support programs that OITA plans to significantly reduce in order to align the office's international priorities with the focus areas identified by the new administration. As the GS-15s who support these programs depart, OITA will restructure the positions to reduce their full promotion potential and to restructure the positions to support new priority programs.
- Realignment of resources across OITA will increase efficiencies in managing assistance agreements and contracts, which should reduce the number of staff needed to administer these vehicles. Some work currently supported by employees at the GS-13, 14, and 15 grade levels -- in both the international and tribal programs -- can be reassigned to staff at lower grades.

OITA will target a total of six positions in accordance with the targeted position spreadsheet.

VSIP

VSIP will be offered for each of the six targeted positions, with a maximum of five offers being accepted. If OITA receives and accepts the maximum number of requests, \$125,000 will be required for buy-outs.

A number of staff who occupy the targeted positions are already retirement eligible. VSIP will serve as an incentive for these employees to retire from federal service.

VERA

Nineteen employees in OITA are VERA eligible. The estimate of the total number of employees in the office who are expected to take early retirement is two.

The administration's focus on a smaller number of key international and tribal programs will result in the need for fewer higher-graded employees as program leads. Reductions in major initiatives may necessitate the transfer of up to ten OITA employees to other parts of the agency. OITA may also need to make significant changes to portfolio assignments for up to twenty other employees as a result of rapidly changing focus areas for our programs. OITA seeks VERA authority as one option for alleviating the need to transfer employees.

Budget Information

Table A - Direct Costs for VERA / VSIP		2017	2018	2019		
5	<-- Targeted Positions for VSIP Buyout x \$25,000	\$125,000	\$0	\$0		
Annual Leave Payout for Targeted Positions for VERA, Optional Retirement or Resignation (Hourly rate based on the average grade and step of the targeted pool x (240 + 150 AL hours) x Targeted Positions (@ G14/Step 5))		\$106,459	\$0	\$0		
Total Maximum Direct Costs		\$231,459	\$0	\$0		

Table B - Estimated Savings for FY 2018 through FY 2019		2017	2018	2019	Factors	
A	Pre-VERA / VSIP Annual Payroll Costs (before VERA/VSIP): FY 2017 - 05/15/17 on-board count; increased 3.25% each year for increased costs (1.9% COLA, promotions, etc)	\$12,300,000	\$4,190,277	\$3,683,626	3%	103%
B	VERA / VSIP Payout Cost (\$25,000 x Targeted Positions)	\$125,000	\$0	\$0		
C	Leave Payout Cost (presumes 240 ceiling hours at average salary plus 150 hours earned in 2017) @ G14/Step 5	\$106,459	\$0	\$0		
D	Payroll Savings (Payroll @ G14/S5 Targeted VERA/VSIP participants @ end FY 2017)	\$0	(\$871,723)			
5	E <-- Payroll for new hires @ G9/Step 1 for two-thirds in FY 2018		\$249,123	\$389,726	0.66 FTE mid-Feb - Sept, 2018)	
F Post VERA/VSIP Annual Payroll Cost (F = A + B + C + D + E)		\$12,531,459	\$3,567,676	\$4,073,351		
G	Pre-VERA / VSIP Annual WCF Costs (before VERA/VSIP)	\$574,466	\$221,190	\$228,379		
H	Working Capital Fund Savings (7.15K in FY17; projected increase of 2%/year)		(\$36,500)	(\$37,230)		
I	Working Capital Fund Costs for New Hires for two-thirds in FY 2018		\$24,090	\$37,230		
J	WCF Costs for VERA / VSIP (J = G + H + I)	\$574,466	\$208,780	\$228,379		
Projected Savings with VERA / VSIP (F + J)		\$13,105,925	\$3,776,456	\$4,301,730		

#	Total VERA/VSIP Target	FTE	80.3	30.3	FY19 Payroll increase --->	3.25%
33%	Grade / Step = GS 14 / 5 Salary	Full Year	\$126,960	\$131,086	\$132,397	hr/year
350	Grade / Step = GS 14 / 5 Benefits		\$41,897	\$43,258	\$43,691	2087
	WCF Costs in 2017 is \$7,154		\$7,154	\$7,300	\$7,446	\$60.83 per hour
#	Total New Hires Target					
	Grade / Step = GS 9 / 1 plus 33% benefits		\$54,974	\$56,761	\$58,605	
	Grade / Step = GS 14 / 5 Benefits		\$18,141	\$18,731	\$19,340	

Xi. Office of Land and Emergency Management

The Office of Land and Emergency Management is requesting approval authority for the use of VERA and VSIP.

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix through efficiencies and technology;
- Streamline OLEM's national workforce by reducing and reshaping the current top-heavy GS-13/14/15 grade structure to create opportunities for recruiting at lower grade levels for alignment with the agency's highest priorities;

- Restructure existing staff layers to improve organizational productivity while reducing the staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a number of vacancies at lower grades (GS-7/9/11) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization.

OLEM currently employs 494 permanent employees. Of these, 112 are eligible for voluntary retirement, 134 are eligible for early retirement, and 451 are eligible for voluntary separation payments. OLEM plans to target 219 positions with a maximum of 94 offers. Both the VERA and VSIP opportunities will be offered to staff in targeted series in OLEM. The estimated number of employees expected to take early retirement is 24 employees (25%). Because OLEM will be restructuring and not eliminating positions, we expect to rehire approximately 94 positions.

OLEM manages the agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields redevelopment, and accidental releases from oil and chemical facilities.

Under the Resource Conservation and Recovery Act, the Office of Resource Conservation and Recovery is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA regional offices and state programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

(1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs.

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving, effective oversight can be achieved with fewer personnel resources.

(2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and on economic redevelopment possibilities, while suspending work on sites or portions of sites that are low risk and have low potential for redevelopment. This will result in a streamlined organization. Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions.

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. Community Involvement Coordinators (CIC) work with community members throughout the cleanup process. On-Scene Coordinators and Remedial Project Managers also have significant roles along with input from hydrogeologists, toxicologists and ecological risk assessors and grants/project officers that administer cooperative agreements to states for their participation in the process.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to implement all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This will require careful allocation of resources to the completion of the other phases of the process, such as Record of Decision, and Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP			
Total VSIP Amount	Max # of V/V Offers	Annual Leave Payout	Total
<i>A</i>	<i>B</i>	<i>C</i>	<i>A x B</i>
\$25,000	94		\$2,350,000
Hourly rate based on the average grade and step of the targeted pool			<i>AxBxC</i>
\$65.43	94	240	\$1,476,101
Total Maximum Direct Costs			\$3,826,101

Table B – Estimated Savings for FY 2018 through FY 2019			
	FY-17 OP Plan	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 82,364,000.00	\$63,776.00	\$62,725.00
B. VERA/ VSIP Payout Cost	\$ 2,350,000.00		
C. Leave Payout Cost	\$ 1,476,101.00		
D. Post VERA/VSIP Annual Payroll Cost	\$ 86,190,101.00		

***E. Payroll for # New Hires	\$ 5,167,368.00	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 81,022,733.00	
**G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,458,000.00	
**H. Post VERA/VSIP Annual WCF Cost	\$ 2,800,000.00	
**I. WCF for # New Hires	\$ 658,000.00	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ -	
Projected Savings with VERA/VSIP (F + J)	\$ 81,022,733.00	

Notes:

* Payroll saving calculations for direct costs and estimated savings are based on GS-13, Step 5 in Washington, D.C. annual salary as of January 2017 is \$107,435 or \$51.48 per hour, with an additional 27.10% and 1% increase to hourly figures to account for benefits, hourly amount which equals to \$65.43 or \$136,549.88 annually.

**Working Capital Fund costs are based on an annual rate of \$7,000 per position per year for computer, telephone, and internet access. Cost for 94 positions for one year is (\$7,000 x 94 = \$658,000).

***Payroll calculations for 94 new hires are based on entry level (GS-9, Step 1, \$54,972.00 includes 27.10% and 1% GS

XII. Office of Research and Development

The Office of Research and Development plans to reshape its workforce to place a greater focus on the science supporting the Administrator's priorities of (1) supporting core drinking water/clean water infrastructure projects; (2) implementing TSCA reform; (3) bringing about measurable changes in communities with Superfund sites; and (4) attaining the air quality standards. Our plan is to accomplish this through the restructuring of our workforce by consolidating our Las Vegas workforce to other ORD locations, bringing our supervisor-to-staff ratio in line with agency standards, and reducing the number of highly graded, non-supervisory staff position.

Restructured positions will allow ORD the opportunity to maintain its core post-doctoral program that provides technical expertise in cutting-edge scientific areas supporting the agency's priorities, as well as to create vacancies to recruit staff at the entry level with the skill sets needed to support our core functions. Additionally, reducing the number of employees at our LV facility will allow us to reduce the footprint in leased space, eventually allowing us to reallocate those funds to other high priority initiatives.

ORD plans to use the VERA, in conjunction with the VSIP, as an incentive to implement these restructuring strategies. ORD historically has a low attrition rate, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. Together, these two

authorities provide the most favorable opportunity for the organization to meet its goals while offering an attractive incentive for eligible employees to elect to leave the organization.

VSIP will be offered to a maximum of 183 employees with an estimated 55 (or 30%) accepting the offer. These offers will be made to retirement or early out (VERA) eligible employees located in LV, Nevada; eligible employees who are non-supervisors at the GS-14 and above grade level (to include SES, ST, SL); and eligible supervisors with <5 employees. ORD's labs, centers, and offices are all unique in how they support the priorities of the agency. Each will handle restructuring under the three scenarios slightly different based on their current staffing needs, mainly through a variance in the maximum offers by geographic location, series, and grade. Our attached template takes those considerations into account and includes numbers based on the LCO specific requests. ORD will not have any changes to its organizational chart as a result of these offers.

ORD currently has 1564 non-temporary employees. Of those, 322 employees are eligible for early retirement. VERA will be offered to 66 of the non-temporary employees in ORD. The estimate of the total number of employees in ORD who are expected to take early retirement is 13 (20%). ORD does not anticipate any involuntary separations, downgrades or transfers as a result of this restructuring. It is anticipated that it will be necessary to implement a limited number of details and reassignments as a result of the VERA in order to continue our restructuring/reshaping process. We anticipate some reassignments specifically associated with our goal to increase the supervisor/staff ratio in ORD. VERA will help us move toward that goal. Additionally, a reduction in the number of high graded non-supervisors as a result of this VERA will allow ORD to bring in new, lower graded employees with skills to take on work to support the agency's core functions, as well as continue our focus on our post doc program. Please see the targeted position spreadsheet for detailed information for each job series.

Budget Information

Table A – Maximum Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	183 x \$25,000 = \$ 4,575,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 3,030,480
Total Maximum Direct Costs	\$ 7,647,040

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$270,216,263	\$262,109,775
B. VERA/ VSIP Payout Cost	\$1,375,000	\$0
C. Leave Payout Cost	\$910,800	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$261,204,513	\$252,935,814
E. Payroll for # New Hires	\$1,480,752	\$3,014,811
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$5,245,198	\$6,159,150
G. Pre-VERA/VSIP Annual WCF Cost	\$10,772,042	\$10,987,482
H. Post VERA/VSIP Annual WCF Cost	\$10,414,405	\$10,622,692
I. WCF for # New Hires	\$203,028	\$182,784
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$154,610	\$182,006

Projected Savings with VERA/VSIP (F + J)	\$5,399,808	\$6,341,157
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Budget assumptions:

Table A:

Targeted x 25,000: Assumes max (cap) of 183 (because calculation is for maximum costs) accept \$25K each for a total of \$4.575M

Annual Leave Pay Out: The average hourly rate across the entire targeted pool is about \$69 x 183 max (cap) x 240 hours for a total of \$3,030,480

Table B:

A: Amounts of PC&B for all of ORD, 3% historical attrition applied to 2018 number, COLA is 1.8% for 2018 and assumed to be the same for 2019.

B: Assumes that of 183 max (cap), 55 of the cap will accept (30% targeted). $55 \times 25000 = \$1.375M$ for FY18 (we assume that all VERA/Retirements must occur by 9/30/17), and we currently assume that no additional VERA/VSIP is planned for FY18 or FY19 though we would like to be able to pursue that option if necessary and possible.

C: Assumes that (from line B) with 55 accepting, with 240 hours leave at an average hourly rate of \$69, this is $\$69 \times 55 \text{ accepting} \times 240 \text{ hours}$ for a total of \$910,800

D: Amounts of PC&B estimated for 55 accepting and leaving with \$145,000 average salary of targeted and 13% benefits % of PC&B estimate, so (Line A) - $(55 \times \$145,000 \times 113\%) = \$261,204,513$ for FY18 and the same amount times 101.8% for COLA for FY19 or (Line A) - $(55 \times \$145,000 \times 113\% \times 101.8\%) = \$252,935,814$

E: We assume that of 55 departing, 28 new hires would be made at lower pay grades. Assume the average hourly rate of \$45/hour, and with 13% benefits, and assume that the average new hire works half the year, $(28 \times \$45 \times 2080 \times 113\% \times 50\%) = \$1,480,752$ for FY18, and the same amount times 101.8% for COLA for FY19 and assuming those same new hires work the whole year, $(28 \times \$45 \times 2080 \times 113\% \times 101.8\%) = \$3,014,811$

G: By taking the \$6275 average WCF cost/year for 2017 for all ORD FTE and multiplying it by 1683 FTE and by 102% for the FY18 increase it is: $1683 \times 102\% \times \$6275 = \$10,772,042$ and then $\$10,772,042 \times 102\% = \$10,987,482$ for FY19

H: \$6375 is the average WCF cost/year for 2017 of the targeted employees. Assuming 55 accept and depart, and 2% is the annual increase in cost, (Line G) - $(\$6375 \times 102\% \times 55) = \$10,414,405$ for FY18 and (Line G) - $(\$6375 \times 102\% \times 102\% \times 55) = \$10,622,692$ for FY19.

I: \$6275 is the average WCF cost/year for 2017 of the targeted employees. 2% is the annual increase in cost. So $\$6275 \times 102\% = \6400 . Additional one-time background check costs are \$4051/employee. If 50 new hires are made throughout FY18, and on average they work for half the fiscal year, that cost would be $(\$6400 \times 50\% \times 28) + (\$4051 \times 28) = \$203,028$ for FY18 and presumably they'd work all of FY19, so it would be $(\$6400 \times 102\% \times 28) = \$182,784$

XIII. Office of Water

The Office of Water (OW – Washington, DC and Cincinnati, OH) will use the VERA and VSIP authorities to:

- Reduce and rebalance our current grade structure by reducing GS-13s and GS-14s, non-supervisory GS-15s, and supervisory and non-supervisory SLs to adjust skill and grade levels.
- Restructure our programmatic and administrative positions to refresh skill sets to address modern and ever-changing technologies, enhance collaboration and coordination, and deal with increasingly complex technical and scientific challenges.
- Reshape current workforce to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities in current and potentially different series to create a higher-performing organization.
- Assess on an ongoing basis our position management structure and make future changes based on staff attrition and changing technology.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

The office will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. This will allow us to recruit at the entry-level for positions working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. Other positions, to the extent feasible and practical, will be restructured through the transfer and retraining of staff with outdated skill sets or staff that are currently focused on work activities that will not be emphasized in the future.

How VSIP will be used in conjunction with VERA

OW will use the VERA authority to increase the number of positions in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are 85 targeted positions that are eligible for voluntary (optional) retirement and eligible to accept a VSIP offer without VERA approval. The number of VERA employees eligible for a VSIP is 67 so by adding VERA, the number of targeted positions who are eligible to accept a VSIP offer increases to 152 and improves the probability of reaching the OW goal to realign resources. Additionally, by adding employees who are eligible for VSIP only (239) and not eligible for voluntary or early retirement, it increases our number of positions in targeted job series to 391. OW will make VERA and VSIP offers simultaneously to all employees in targeted positions during the same offer period. A total of 30 VSIP offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of OW reaching the goals of restructuring and reshaping the workforce. OW will approve up to 30 VSIPs, each up to the maximum of \$25,000 or the amount of severance pay to which an employee is entitled (whichever is less).

VERA-Specific Information

Number of non-temporary employees in OW undergoing change	391
Number of non-temporary employees in OW who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation	5
Number of employees in OW who are eligible for early retirement (excluding employees eligible for optional retirement)	67
The estimate of the total number of employees in OW who are expected to take early retirement is:	5

The actions listed below provide a description of the types of personnel actions anticipated as a result of OW's need for voluntary early retirement authority:

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish or Reclassify Positions
- Voluntary Retirements
- Internal and External Recruitments

Budget Information

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
(1) Annual Leave Pay Out for 1 SL targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$20,342
(2) Annual Leave Pay Out for 11 GS-15 step 7 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$181,850
(3) Annual Leave Pay Out for 9 GS-14 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$135,261
(4) Annual Leave Pay Out for 9 GS-13 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$114,462
Total Maximum Direct Costs	\$1,221,513

- 1) Hourly salary of an SL employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$84.76 \times 240 = \$20,342 \times 1 = \$20,342$$

- 2) Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$75.77 \times 240 = \$18,185 \times 11 = \$200,035$$

- 3) Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$62.62 \times 240 = \$15,029 \times 9 = \$135,261$$

- 4) Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$52.99 \times 240 = \$12,718 \times 9 = \$114,462$$

- 5) $\$750,000 + \$20,342 + \$200,035 + \$135,261 + \$114,462 = \$1,220,100$

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$97,868,232	\$97,916,549
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	\$92,302,143	\$92,302,143
E. Payroll for # New Hires	\$951,710	\$1,525,163
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$4,609,281	\$4,079,045
G. Pre-VERA/VSIP Annual WCF Cost	\$4,221,000	\$4,221,000
H. Post VERA/VSIP Annual WCF Cost	\$4,011,000	\$4,011,000

I. WCF for # New Hires	\$78,750	\$105,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$131,250	\$105,000
Projected Savings with VERA/VSIP (F + J)	\$4,740,531	\$4,184,045

A (FY18). Pre-VERA/VSIP Payroll costs are calculated based on OW's workforce salary as of May 1, 2017 plus step increases for one-third of the V-V departures, with an additional 35% increase added to account for benefits. See attachment 4 for further details.

$$(\$72,459,197 + \$35,790) + 35\% = \$97,868,232$$

A (FY19). Pre-VERA/VSIP payroll costs are calculated based on OW's 2018 payroll estimate, plus step increases for one-third of the V-V departures. See attachment 4 for further details.

$$(\$72,494,987 + \$35,790) + 35\% = \$97,916,549$$

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Salary calculations are based on the annual salary of the employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered. See attachment 4 for further details.

$$\begin{aligned} \text{SL} & \$176,303 \times 1 = \$176,303 \\ \text{GS 15/7} & \$158,123 \times 11 = \$1,739,353 \\ \text{GS 14/6} & \$130,692 \times 9 = \$1,176,228 \\ \text{GS 13/6} & \$110,595 \times 9 = \$995,355 \\ \text{Total FY18 payroll costs for targeted VERA/VSIP positions} & = \$4,087,239 + \$32,013 \text{ in step increases} = \\ & \$4,119,252 + 35\% = \$5,560,990 \\ \text{Total FY19 payroll costs for targeted VERA/VSIP positions} & = \$4,119,252 + \$32,013 \text{ in step increases} = \\ & \$4,151,265 + 35\% = \$5,604,208 \end{aligned}$$

D (FY18). Pre-VERA/VSIP payroll costs minus total payroll costs for targeted VERA/VSIP positions. See attachment 4 for further details.

$$\$72,491,210 - \$4,119,252 = \$68,371,958 + 35\% = \$92,302,143$$

D (FY19). Pre-VERA/VSIP 2018 payroll costs minus total payroll costs for targeted VERA/VSIP positions.

$$\$72,523,223 - \$4,151,265 = \$68,371,958 + 35\% = \$92,302,143$$

E (FY18) Nine-month period assumes an entry-on-duty date January 1, 2018. Salary calculations are based on three quarters of the annual salary for the described grades as of January 2017 for an employee in Washington, D.C. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment for 4 for further details.

$$\begin{aligned} \text{GS 9/1} & \$54,972 \times 5 = \$274,860 \times .75 = \$206,145 \\ \text{GS 11/1} & \$66,510 \times 10 = \$665,100 \times .75 = \$498,825 \\ \text{Total} & \$206,145 + \$498,825 = \$704,970 + 35\% = \$951,710 \end{aligned}$$

E (FY19) Assumes new hires will be onboard for the entire fiscal year. Salary calculations are based on the annual salary for the described grades as of January 2017 for an employee in Washington, D.C., plus grade increases for the FY18 new hires. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment 4 for further details.

GS 9/1	$\$274,860 + \$57,690 = \$332,550$
GS 11/1	$\$665,100 + \$132,100 = \$797,200$
Total	$\$332,550 + \$797,200 = \$1,129,750 + 35\% = \$1,525,163$

F (FY18) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,863,134 - \$0 - \$0 - \$92,302,143 - \$951,710 = \$4,609,281$$

F (FY19) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,906,351 - 0 - 0 - \$92,302,143 - \$1,525,163 = \$4,079,045$$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$$\$7,000 \times 603 \text{ on-boards} = \$4,221,000$$

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\begin{aligned} \$7,000 \times 30 &= \$210,000 \\ \$4,221,000 - \$210,000 &= \$4,011,000 \end{aligned}$$

I (FY18). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access. Cost for 9 months is \$5,250.

$$\$5,250 \times 15 = \$78,750$$

I (FY19). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted new hires.

$$\$7,000 \times 15 = \$105,000$$

J (FY18) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$78,750 = \$131,250$$

J (FY19) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$105,000 = \$105,000$$

FY18 Projected Savings with VERA/VSIP

$$\$4,609,281 + \$131,250 = \$4,740,531$$

FY19 Projected Savings with VERA/VSIP

$$\$4,079,045 + \$105,000 = \$4,184,045$$

XIV. Region 1

Business Case

Region 1 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts/goals in three areas: consolidate/reduce administrative support; reduce/restructure highly graded positions; and restructure positions to focus on technical and programmatic priorities and core business functions.

Region 1 employs 567 non-term employees. Currently, 137 (24%) of our workforce is eligible for a Regular Retirement, and 201 (36%) of our workforce is eligible for an Early Retirement. While we have made good progress in shaping a workforce to meet our mission's objectives, the region's continued low attrition ranging from 3% to 4% per year has slowed our efforts to restructure the workforce and achieve efficiencies. Using a strategic but narrow approach to identifying eligible positions in each Division, we believe that VERA/VSIP can accelerate our workforce restructuring goals. Region 1 senior leaders have determined that offering VSIP in conjunction with VERA will increase our ability to meet these goals.

Region 1 will offer a total of 36 VERA/VSIP opportunities to 112 positions which are eligible for either a Regular Retirement or an Early Retirement. Region 1 will not be offering VSIP to employees not currently eligible for Regular Retirement or an Early Retirement, as management has determined, with our narrow approach, the skill sets and positions established are needed to support mission objectives. The estimate of total number of employees in the region to take an early retirement is seven.

Administrative and Support Functions: As the region adopts new technologies, employs Lean principles to our operations, and centralizes certain functions, our administrative and support needs continue to change. In the case of the VERA/VSIP opportunities offered to administrative and support functions, the remaining work will be pooled or absorbed with existing positions, or restructured into lower graded, part-time positions.

Region 1 will offer a maximum of 5 VERA/VSIP opportunities to 9 individuals/positions in the Boston, Massachusetts location.

Reduce and/or Restructure Highly Graded Positions: Region 1 plans to reduce the number of high graded technical experts and senior policy advisors to better reflect the current priority work. For emerging priority needs, the region will work with our SSC to restructure technical expert positions and senior policy advisors consistent with classification standards used across the agency. In instances where the position is eliminated, remaining work will be redistributed to grade appropriate positions, or the position may be reclassified at a lower grade level and considered for reassignment. To support a greater balance of grade levels across the region we may consider entry-level hiring for positions needing new skill sets or expertise not readily available within the region.

Region 1 will offer a maximum of 12 VERA/VSIP opportunities to 27 individuals/positions: 3 VERA/VSIP opportunities to employees in Chelmsford, MA; and 9 VERA/VSIP opportunities to employees in Boston, Massachusetts location.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP	
36 of Targeted Positions for VSIP x \$25,000	\$ 900,000
Annual Leave Pay Out for 36 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 665,219
Total Maximum Direct Costs	\$ 1,565,219

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	93,872,740 *	96,233,640
B. VERA/ VSIP Payout Cost	900,000	
C. Leave Payout Cost	665,219**	
D. Post VERA/VSIP Annual Payroll Cost	88,301,517***	90,662,416
E. Payroll for # New Hires	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	4,006,004	5,571,223
G. Pre-VERA/VSIP Annual WCF Cost	2,774,000	
H. Post VERA/VSIP Annual WCF Cost	2,630,000	
I. WCF for # New Hires	0	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	144,000****	
Projected Savings with VERA/VSIP (F + J)	4,150,004	5,571,223

XV. Region 2

Business Case

Region 2 proposes to extend a maximum of 30 VERA/VSIP offers, up to 27 to employees with a New York, NY duty station and up to three to employees with an Edison, NJ duty station. These fall into three of the six major themes identified by the agency. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

- Consolidate and streamline functions/activities/reduce number of programs.
- Restructure or reduce highly-graded supervisory or non-supervisory positions.
- Consolidate or Reduce Administrative or Support Functions.

The estimated number of employees expected to take early retirement is eight to 10. This assumes that 1) a majority but not all of slots will be taken; and 2) employees eligible for regular retirement will have service computation dates that have the effect of precluding some offers to less senior VERA-eligible applicants. Region 2 intends for employees in targeted positions to be included in the offer pool regardless of whether they are eligible for VSIP and regular retirement, VERA/VSIP, or VSIP only.

Absent a VERA/VSIP, we would anticipate no involuntary actions of an adverse nature; some employees would need to be reassigned. We do not anticipate undertaking a reorganization following

the implementation of this VERA/VSIP proposal. Therefore, we are providing a single set of organization charts. The theme-based paragraphs above convey a sense of how the region would operate with certain positions eliminated and others filled at lower grades, different series, or with a different set of programmatic responsibilities. We anticipate that personnel actions as a result of VERA/VSIP implementation would include a modest number of reassignments, details, and merit promotions. We may also proceed with external hires at the entry level based on feasibility and degree of need.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 750,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions} *	\$ 506,928
Total Maximum Direct Costs	\$ 1,256,928

Table B – Estimated Savings for FY 2018 through FY 2019		
	<i>FY 2018 Estimate</i>	<i>FY 2019 Estimate</i>
A. Pre-VERA/VSIP Annual Payroll Cost*	\$ 122,506,481	\$ 125,262,877
B. VERA/ VSIP Payout Cost	\$ 750,000	\$ -
C. Leave Payout Cost	\$ 506,928	\$ -
D. Post VERA/VSIP Annual Payroll Cost	\$ 118,030,977	\$ 120,675,485
E. Payroll for # New Hires **	\$ 577,588.44	\$ 1,155,177
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 2,640,988	\$ 3,432,215
G. Pre-VERA/VSIP Annual WCF Cost ***	\$ 3,887,000	\$ 3,887,000
H. Post VERA/VSIP Annual WCF Cost ***	\$ 3,767,000	\$ 3,767,000
I. WCF for # New Hires	\$ 60,000	\$ 60,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 60,000	\$ 60,000
Projected Savings with VERA/VSIP (F + J)	\$ 2,700,988	\$ 3,492,215

XVI. Region 3

Business Case

Region 3 is requesting VERA/VSIP authority to increase its flexibility in implementing efficiency measures by eliminating positions, restructuring positions and reassigning staff to priority programs. The region is currently at FTE ceiling. The current attrition rate of 3-4% annually, would not allow the region to pursue the efficiency measures without VERA/VSIP incentives. To achieve the reductions needed to implement the efficiency measures, VERA/VSIP will be offered to employees in most job

series and grades within targeted levels. The region is not proposing to reorganize as a result of VERA/VSIP however it is anticipated that reassignments and limited merit promotion actions will be required as a result of the VERA/VSIP. Future reorganizations would be based on outcomes from new initiatives and policy directions and the response to VERA/VSIP. The region is proposing the following actions to increase efficiency and effectiveness of agency programs and regional operations:

1. Delayering.

On average, the supervisor to staff ratio in the region is 1:8. The ratios vary widely by Divisions and there are opportunities to reorganize functions in order eliminate supervisory positions and decrease supervisory layers. In addition, an increased focus on scientific positions has reduced the need for Supervisory Environmental Protection Specialists.

2. Consolidate or reduce administrative functions.

Improvements in technology and decreased dependence on paper has made many traditional administrative and clerical functions obsolete. By offering VERA/VSIP to all grades in the administrative and clerical series, these support functions can be consolidated.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

The region has over 85 non-supervisory GS-14/15 positions. Offering VERA/VSIP to all eligible staff in this population will help reduce the number of GS-14 and 15 employees. Remaining non-supervisory GS-14/15s can be reassigned to vacated supervisory positions where suitable.

Forty percent of the region is a GS-13. While there is a need to maintain higher graded staff to provide leadership and subject matter expertise to programs, the region is weighted heavily in higher grades. Through attrition gained by VERA/VSIP, the region will restructure functions and reassign work to the existing positions. The region has over 100 interdisciplinary scientists at the GS-07/09/11/12 level who can be reassigned to new functions to fill critical areas. These entry level staff will benefit from cross training early in their career and build the capability of the next generation of agency leaders. The region does not anticipate filling any of the positions with external candidates, though there may be opportunities for reassignments and merit promotion actions within the existing workforce.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. These functions are filled by staff in a range of positions, series and grades. By offering VERA/VSIP widely, staff remaining in these functions can be shifted to new program requirements.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 3,975,000

Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the GS-13/6 x 240 x 159 of Targeted Positions}	\$ 2,175,120
Total Maximum Direct Costs	\$ 6,150,120

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$116,497,924	116,497,923
B. VERA/ VSIP Payout Cost*	-\$ 3,975,000	\$0
C. Leave Payout Cost*	-\$ 2,175,120	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$111,000,434	\$111,000,434
E. Payroll for # New Hires**	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions*** (F = A – B – C – D - E)	\$11,647,610	\$5,497,490
G. Pre-VERA/VSIP Annual WCF Cost	\$1,257,660	\$1,257,660
H. Post VERA/VSIP Annual WCF Cost	\$1,205,055	\$1,205,055
I. WCF for # New Hires	0	0
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$52,605	\$52,605
Projected Savings with VERA/VSIP (F + J)	\$11,700,215	\$5,550,095

Assumptions:

*No payroll will be expended in FY'18 to support Voluntary Incentive Payments or Leave payouts.

**No external vacancies will be created as a result of eliminating 35 positions through VERA/VSIP.

***Payroll savings estimate is based on the elimination of 35 positions at the GS-13/6 level in the Philadelphia locality with a 32% benefit rate (\$157, 014/employee).

XVII. Region 4

Business Case

As Region 4 continues to acquire the skills needed to perform current and emerging technical, analytical and programmatic work of the organization, we will need skill sets that are multidisciplinary, highly analytical, creative, and flexible. Building on our FY 2014 VERA/VSIP efforts in restructuring the workforce to create a higher-performing organization, we will utilize these authorities to continue to focus on optimizing our workforce in support of the agency's and region's mission critical priorities. The VERA and VSIP authorities will allow region 4 to continue to garner efficiencies and better serve customers. Region 4 will align grade levels and restructure the workforce to recruit new skills and competencies in support of evolving agency needs and mission critical core programs; and, meet technical, operational, financial, and programmatic challenges facing the organization. This will include providing training and assistance to our state counterparts and addressing critical infrastructure needs within the region, in addition to, increasing the number of employees trained and working in core program areas (i.e., biological sciences, environmental engineering, physical sciences, and project

management) while reducing certain administrative/clerical series and other functions related to non-core program work.

Region 4 will reduce positions which are obsolete and/or do not provide optimum flexibility in staffing environmental programs, technical, mission support, information and operations positions. Readjusting priorities, we will have the opportunity to recruit skills to meet emerging technical and programmatic needs. In consolidating position functions into other technical positions, we will improve flexibility and increase efficiency of core mission functions. We will reshape the workforce where the demand for specific skills is no longer there, place expertise in needed areas; and, recruit at lower grades where gaps are identified.

Region 4 has been a leader in working with state and private partners to develop tools to increase the capacity of state and local governments to adopt and implement more efficient policies, practices and incentives. In continuing cooperative federalism, we intend to take advantage of the efficiencies created by those tools, including technology, information and collaborative problem solving. Our partnership with states and tribes will allow us to focus efforts to realign resources, streamline and merge functions across the organization, reduce redundancies and subsequently strengthen our support of state and tribal functions.

Region 4 continues to evaluate opportunities for consolidation or realigning resources for compliance and enforcement activities. The region has identified opportunities to achieve near term workforce reductions to achieve a more efficient and focused enforcement and compliance program. Region 4 will capitalize on workforce reductions to create more efficiencies by aligning with the agency's strategic direction and support efforts to manage shortfalls in extramural funding experienced over the past few years. Priorities will be realigned with personnel focusing efforts on addressing high risk sites and on economic redevelopment possibilities. The region will continue to reallocate resources to achieve completion of site clean ups through fund lead or enforcement lead work. As a result, it is anticipated that the efforts will lead to program efficiencies and further streamline program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals.

As positions are vacated, Region 4 will review to determine appropriate restructuring. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties and grade level(s) appropriate for the scope of work performed. In some cases, the duties of a vacated position may be reassigned to another position.

The aforementioned efforts will facilitate strategic workforce planning to ensure mission critical positions are filled and hiring priorities are adjusted to correct any anticipated significant competency gaps within the organization.

Budget Information

Table A – Direct Costs for VERA/VSIP	
26 of Targeted Positions for VSIP x \$25,000	\$ 650,000
Annual Leave Pay Out for 26 of Targeted Positions for VERA, Optional Retirement or Resignation	\$ 400,563

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{Hourly rate based on the average grade and step of the targeted pool x 320 x 26 Targeted Positions}	
Total Maximum Direct Costs	\$1,050,563

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$129,607,885	\$133,359,037
B. VERA/ VSIP Payout Cost	\$650,000	
C. Leave Payout Cost	\$400,563	
D. Post VERA/VSIP Annual Payroll Cost	\$125,967,885	\$129,613,687
E. Payroll for 15 New Hires	\$884,820	\$1,813,881
F. Payroll Savings for 26 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,704,617	\$1,931,469
G. Pre-VERA/VSIP Annual WCF Cost	\$4,059,000	\$4,059,000
H. Post VERA/VSIP Annual WCF Cost	\$3,942,000	\$3,942,000
I. WCF for 15 New Hires	\$33,750	\$67,500
J. WCF Savings for 26 VERA/VSIP Targeted Positions (J = G – H – I)	\$83,250	\$49,500
Projected Savings with VERA/VSIP (F + J)	\$1,787,867	\$1,980,969

XVIII. Region 5

Business Case

Both the VERA and VSIP opportunities will be offered to a maximum of 79 employees in targeted occupations, and grade levels located within EPA Region 5. Region 5 will target 182 positions and a maximum of 79 offers will be made. Decisions on who receives VERA and VSIP will be prioritized based upon the employee's permanent official position of record, occupational series, and grade level.

Our shifting mission requirements and need for efficiencies require the region to reduce, rebalance, and restructure our workforce in a manner not possible through current attrition rates, which have averaged about 4%, without the use of VERA/VSIP. Region 5 is seeking VERA/VSIP authority to focus on ensuring that critical positions and job series are maintained and occupied with employees with the appropriate skills to meet our mission. Opportunities to gain efficiencies through consolidation and restructuring to increase the staff to supervisory ratio while rebalancing the top-heavy specialist positions into entry-level generalist positions are described in detail below.

Information Required for VERA and VSIP Requests

As part of our planning process, we reviewed our workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reshaping to accommodate shifting priorities in the agency and within the region. In addition to targeting positions that will be eliminated, we plan to use VERA and VSIP to target organizations and/or job series that could provide efficiency opportunities by moving to broader scientist/engineer series by restructuring higher graded specialist positions. This should provide for flexibility in the workforce regardless of budget constraints. We plan to reduce and restructure our workforce through a multi-pronged approach of consolidating duties, reducing branches and sections within most divisions/offices, and addressing the changing nature of workforce skill requirements.

Region 5 has a substantial number of employees eligible for optional retirement and an even higher number of VERA-eligible employees. However, given our low attrition rate and the fact that many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility, we are requesting authority to offer VERA with VSIP to supplement our number in order to reach our goal of 79 voluntary separations.

Offering VERA with VSIP is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and gain the skillsets needed to meet current and future mission needs.

VERA Specific Information

Region 5 employs 1,075 permanent employees. There are 244 employees currently eligible for retirement, with an additional 42 becoming eligible by the end of this calendar year. There are 278 employees eligible for VERA under the plan, with an additional 3 becoming eligible by the end of the calendar year. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is nine (9).

As a result of the agency's need for VERA, Region 5 anticipates the following personnel actions may be necessary:

- Directed reassignments
- Details
- Temporary promotions
- Voluntary separations
- Abolish and/or reclassify positions

Budget Information

The estimated direct maximum costs associated with VERA and VSIP is \$3,227,877. Table A provides details of the direct costs associated with VERA and VSIP. Savings projected through FY 2019 as a result of the VERA and VSIP are estimated to be nearly \$12 million. Table B provides the detailed calculations of the savings achieved in FY 2018 and FY 2019. The savings will be used to meet Region 5's ongoing program goals and responsibilities.

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 4)	
79 Targeted Positions for VSIP X \$25,000 (maximum cash buy-out)	\$1,975,000
Annual Leave Buyout for 79 Targeted Positions for VERA, Optional Retirement or Resignation (\$49.56 per hour X 320 hours X 79)	\$1,252,877
Total Maximum Direct Costs	\$3,227,877

Table B - Estimated Savings for FY 2018 through FY 2019

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	Estimated FY 2018 Savings	Estimated FY 2019 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)	\$152,765,000	\$152,765,000
B. VSIP Buyout (\$25,000 X 79)	\$1,975,000	\$0
C. Leave Payout Estimate (presumes 320 hours at GS-12 Step 10 salary \$49.56/hour)	\$1,252,877	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$141,385,050	\$141,385,050
E. Payroll for New Hires	\$0	\$0
F. Payroll Savings (F = A – B – C – D – E)	\$8,152,073	\$11,379,950
G. Pre-VERA/VSIP Annual WCF Cost	-	-
H. Post VERA/VSIP Annual WCF Cost	-	-
J. Working Capital Fund Savings*	\$316,000	\$316,000
Total Projected Savings with VERA/VSIP (F + J)	\$8,468,073	\$11,695,950

XIX. Region 6

Business Case

Region 6 proposes a broad VERA/VSIP offering to over 200 of our current on-board employees in anticipation of a restructuring of organizational components, consolidation of functions, and delayering of management to achieve both near-term workforce reductions and to establish a more efficient organization better aligned to accomplish the agency's strategic direction. Region 6 identified 147 maximum offers that will be made under the VERA/VSIP program, and will extend those offers to employees in all job series and grades within targeted levels, consistent with our goal of fully utilizing the VERA/VSIP programs to reshape our organization. Region 6 is proposing the following actions to increase efficiency and effectiveness of agency core environmental programs and regional operations:

1. Delayering.

Region 6 has identified opportunities to organize our functions and organizations in order to eliminate supervisory positions and decrease supervisory layers. Organizational options to delayer our organization will be identified at the completion of the VERA/VSIP program when a better understanding of vacated positions is known. Therefore, future organizational charts will not be submitted at this time.

2. Consolidate or reduce administrative functions.

As a result of Region 6's use of technology improvements, online collaborative tools and decreased dependence on paper, many traditional administrative and clerical functions are becoming obsolete. By offering VERA/VSIP program to all grades in the administrative and clerical series, these support functions can be more efficient through consolidation and savings can be focused on priority work.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the region. Approximately 47% percent of the region's employees are

GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work. Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to align our organization and workforce with priority work. These functions are filled by staff in a range of positions, series and grades. By offering the VERA/VSIP program broadly, Region 6 will be able to both direct employees toward new program requirements and invest savings to priority program areas.

5. Restructure to focus on STEM/programmatic priorities

Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to focus on core scientific requirements and programmatic priorities necessary to accomplish the agency's mission. Region 6 intends to focus on STEM disciplines to better align our workforce with the agency priorities related to essential technical work and invest savings in these areas.

6. Consolidate and streamline functions/activities/reduce number of programs

Region 6 has identified opportunities to utilize the VERA/VSIP program to generate savings through consolidation and streamlining our work. By offering the VERA/VSIP program, Region 6 will be able to realize gains in efficiencies, improve integration with state and tribal partners, and invest savings to priority program areas.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP (147) x \$25,000	\$3,675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	147x\$56.96x240 = \$2,009,549
Total Maximum Direct Costs	\$5,684,549

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate*	FY 2019 Estimate*
A. Pre-VERA/VSIP Annual Payroll Cost	\$110,262,130	\$111,364,840
B. VERA/ VSIP Payout Cost	\$3,744,825	\$3,782,273
C. Leave Payout Cost	\$2,047,730	\$2,068,207
D. Post VERA/VSIP Annual Payroll Cost	\$88,822,271	\$89,710,565
E. Payroll for # New Hires (127 in FY 18 GS-9 step 1)	\$6,839,102	\$6,907,493
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$8,808,202	\$8,896,302

G. Pre-VERA/VSIP Annual WCF Cost	\$4,237,002	\$4,279,372
H. Post VERA/VSIP Annual WCF Cost	\$3,413,141	\$3,447,272
I. WCF for # New Hires (127 in FY 18, GS-9 step 1)	\$711,772	\$718,890
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$112,089	\$113,210
Projected Savings with VERA/VSIP (F + J)	\$8,920,291	\$9,009,512

XX. Region 7

Business Case

Region 7's low attrition rate (around 4%) will not generate enough attrition to create a sufficient number of vacancies to rebalance and reshape our workforce. In order to avoid the use of more drastic authorities, Region 7 would like to utilize VERA and VSIP to reduce the level of full time employee equivalents.

Targeting decisions were made by senior managers based on the specific mission needs required to reshape the Region 7 workforce with new skills and competencies. Through attrition gained by VERA and VSIP, we expect fewer higher graded positions and the most complex work (i.e., GS-13 level and above) will be reassigned to remaining higher graded positions in order to concentrate this work into fewer positions. In addition to creating more workforce balance between higher and lower graded positions, our restructuring is expected to introduce enhanced integration of multimedia approaches and advanced technology skills to more efficiently and effectively implement program objectives.

Region 7 will offer a total of 45 VERA/VSIP opportunities up to 168 non-SES positions which are eligible for either a regular retirement or an early retirement. The following occupational series are not the focus for VERA/VSIP in Region 7: SES, GS-510, GS-511, GS-1102, GS-1109, GS-2210 as well as Phased Retirees. Region 7 will not be offering VSIP to employees not currently eligible for regular retirement or an early retirement. As with other federal workforce restructuring authorities, the agency has the ability to reassign employees to minimize the impact of its restructuring efforts.

Region 7 will use these authorities in three focused themes to help transform the workforce:

- Restructure or reduce highly graded supervisory and non-supervisory positions at the GS-13 through GS-15 grade levels, across all divisions and geographic locations within Region 7 to meet our changing mission requirements and move to new models of work. The change in program priorities of the agency and the region has decreased the need for many specialized non-supervisory positions. The work of the non-supervisory positions can be consolidated, eliminated, or redistributed to lower-graded positions.
- Restructure to focus on core business functions in our regional programmatic support positions at the GS-9 through GS-15 grade levels, supervisory and non-supervisory positions, across all divisions within the Kansas and Missouri offices to more efficiently and effectively implement program objectives. Restructuring some of the positions performing these functions could reduce redundancies and promote greater efficiencies.
- Consolidate or reduce administrative or support functions positions at the GS-6 through GS-11 grade levels across all divisions in the Kansas offices to better align with current and projected workload needs. Region 7 may realign administrative support resources and combine functions to capitalize on efficiencies and for enhancing the positions with new skills and competencies.

Region 7 will be in a position to pursue additional administrative support consolidation scenarios, or at the very least, will continue to consolidate the administrative support functions into fewer positions.

Region 7's goal is to reduce the overall workforce from 497 permanent employees to 452 permanent employees for FY 2017. VSIP opportunities will be offered to up to 45 employees. The estimate of the total number of employees in Region 7 who are expected to take early retirement is 10.

Specific Region 7 Divisional Plans:

Superfund Division

- 3 Remedial Project Manager positions within 1301 occupational series will be safe positions.
- 1 On Scene Coordinator and 2 Remedial Project Manager (total of 3) positions within 819 occupational series will be safe positions.
- Maximum offers up to 2 RPMs and 2 OSCs.

Budget Information

Table A – Direct Costs for VERA/VSIP	
45 of Targeted Positions for VSIP x \$25,000	\$1,125,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation { \$45.16 x 240 x 45 of Targeted Positions }	\$ 488,000
Total Maximum Direct Costs	\$1,613,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$63.00M	\$63.00M
B. VERA/ VSIP Payout Cost	\$1.13M	0
C. Leave Payout Cost	\$.49M	0
D. Post VERA/VSIP Annual Payroll Cost	\$57.20M	\$58.63M
E. Payroll for # New Hires	\$.39M	\$.40M
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 3.79M	\$ 3.97M
G. Pre-VERA/VSIP Annual WCF Cost	\$ 2.40M	\$ 2.40M
H. Post VERA/VSIP Annual WCF Cost	\$ 2.22M	\$ 2.23M
I. WCF for # New Hires	\$.01M	\$.01M
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$.17M	\$.16M
Projected Savings with VERA/VSIP (F + J)	\$ 3.96M	\$ 4.13M

XXI. Region 8

Business Case

As of May 1, 2017, Region 8 employed 525 full-time, permanent employees. Approximately 97 of our employees are retirement eligible and additional 127 employees are eligible for VERA. This VERA/VSIP proposal targets a total of 64 positions and sets forth a maximum total number of 8

VERA/VSIP offers in the Region 8 duty stations of Denver, CO; Laboratory in Golden, CO; Pierre, South Dakota and Butte, Helena and Libby, MT. The estimated total number of employees who will take early retirement is 6. No employees would be involuntarily separated, downgraded or transferred as a result of this proposal. The maximum number of employees who would be involuntarily reassigned is 34. Any reassignments would be the result of consolidation of units through the reduction in the number of supervisory positions. A small number of reassignments or hires could be needed in future fiscal years to fill positions which are restructured as a result of this proposal.

Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below positions; a decrease in GS-13 and above positions; and a significant shift away from support positions. The region’s intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited number of higher graded positions. VERA and/or VSIP will be offered to eligible employees where opportunities exist to achieve these reshaping goals.

Region 8 will use both the VERA/VSIP authorities to make near-term workforce adjustments. The region will offer VERA and/or VSIP to all eligible employees in the following categories:

- All non-supervisory GS-14 and GS-15s except attorneys, public affairs specialists, and toxicologists in order to restructure and consolidate highly graded non-supervisory positions. A maximum of 2 VERA or VSIP offers will be made in this category. Through attrition gained by VERA/VSIP, the region will reassign the most complex work (i.e., GS-14 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11/12/13 positions.
- All supervisory GS-14 and GS-15 supervisory environmental protection specialists in order to restructure supervisory positions. A maximum of 4 VERA or VSIP offers will be made in this category. Offers will only be accepted on a case-by-case basis. Where possible, the region will take the opportunity to consolidate units in order to improve supervisory to staff ratios. If this is not possible, due to staff size or the nature of the work of the unit, the region will restructure these positions to one of the professional series, such as physical scientist or environmental engineer. Offers will not be made in situations where neither unit nor position restructuring is possible.
- All administrative officers and environmental protection assistants in order to consolidate administrative functions. A maximum of 2 VERA or VSIP offers will be made from this category. Work will be reassigned to existing administrative staff or eliminated, as appropriate.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A - Direct Costs for VERA/VSIP
Targeted Positions (See details in Attachment 1)

Targeted Positions for VSIP X \$25,000 (maximum cash buy-out) ¹	\$200,000
Annual Leave Buyout for 8 Targeted Positions for VERA, Optional Retirement or Resignation	\$175,181 ²
Total Maximum Direct Costs	\$375,181

Table B - Estimated Savings for FY 2018 through FY 2020				
	FY 2017 Payroll	Estimated FY 2018 Savings ³	Estimated FY 2019 Savings	Estimated FY 2020 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)*	\$76,360,459	\$78,956,715	\$80,930,632	\$82,953,898
B. Payroll Savings (Payroll for 8 VERA/VSIP targeted positions with 9/30/17 Buyout Date with 0% of year remaining in 2017) ⁴	\$0	(\$1,554,474) ⁵	(\$1,593,335)	(\$1,633,169)
C. Working Capital Fund Savings	\$0	(\$33,088)	(\$33,915)	(\$34,763)
D. VSIP Buyout (\$25,000 X 8)	\$200,000	\$0	\$0	\$0
E. Leave Payout Estimate (presumes 320 hours at GS 14/10 average salary)	\$175,181	\$0	\$0	\$0
F. Total Costs (A+B+C+D+E)	\$76,735,640	\$77,369,153	\$79,303,382	\$81,285,966
G. Total Projected Savings with VERA/VSIP (A-F)	(\$375,181)	\$1,587,562	\$1,627,250	\$1,667,932

XXII. Region 9

Business Case

For specific organizations and designated positions located in San Francisco, CA, Region 9 will use the VERA/VSIP authorities to decrease the number of supervisory positions, reduce highly-graded non-supervisory positions, and streamline administrative support, STEM and other administrative and program operations by consolidating, reducing and restructuring positions to achieve workforce reductions in the following areas.

VERA & VSIP Categories and Specific Positions

For positions located in San Francisco, CA, the following categories and specific positions are included in Region 9's VERA/VSIP request.

¹ Maximum of 8 positions

² Assumes 320 hours of leave at the GS-14 Step 10 level for 8 positions

³ Payroll costs are assumed to increase 3.4% in FY18 and 2.5% in FY19 and FY20.

⁴ Reimbursable and special accounts are excluded.

⁵ Savings estimates are based on 8 GS-14 Step 10 positions due to the predominant grade levels of the positions being offered.

Delaying (increasing supervisor-to-staff ratio): Pending the completion of a regional review of all supervisory positions, we will achieve workforce reductions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape the Public Affairs Office by one Supervisory Public Affairs Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.
- Environmental Management Division: Reduce and reshape the Infrastructure Services Branch by one Supervisory Information Technology Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.

Consolidate or reduce administrative or support functions: To improve administrative support functions through consolidation, we will reduce and reshape positions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape administrative support positions within the Immediate Office by one Administrative Specialist position.
- ~~Air Division: Reduce and reshape the administrative support team by one Secretary position.~~
- Water Division: Reduce and reshape the administrative support team by three Environmental Protection Assistant positions including one position at the GS-7 level and two positions at GS-8 level.

Restructure or reduce highly-graded non-supervisory positions: Reduce and reshape highly-graded non-supervisory positions in the following organizations.

- Enforcement Division. Reduce and reshape two non-supervisory Environmental Protection Specialist positions including one GS-14 position and one GS-15 position. These positions will be restructured to lower-graded positions aligned to the agency's program priorities.
- Superfund Division. Reduce and restructure one non-supervisory Environmental Scientist (On-Scene Coordinator) position in the Emergency Response Section with promotion potential limited to the GS-13 level.

Restructure to focus on STEM/programmatic priorities: Reduce and reshape STEM and program specialist positions to align with new environmental program priorities in the following organizations.

- Enforcement Division. Reduce and reshape positions to establish a more efficient and effective Federal enforcement and compliance program aligned with the agency's strategic direction across all program job series including:
 - Environmental Protection Specialist positions including one GS-12 and four GS-13 graded positions. The reductions will be used to reassign staff to new program priorities. STEM positions including two Environmental Engineer positions and two Environmental Scientist positions. The reductions will be used to reassign staff to new program priorities.
- Superfund Division. Reduce and reshape positions to establish a more efficient and effective emergency and remedial response programs to meet new program directions including:
 - Restructuring one On-Scene Coordinator position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reduction will allow us to reassign staff to align with program activities. Restructuring one Remedial Project Manager position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists,

or Environmental Engineer. The reductions will be used to reassign staff to align with program activities.

- Environmental Management Division. Reduce and reshape the environmental management system program within the Infrastructure Branch by one Environmental Scientist, GS-13 position. The reduction will be used to reshape and realign program activities within the region.

Consolidate and streamline functions/activities

- Office of Regional Counsel: Reduce two non-supervisory Attorney-Advisor positions including one position at the GS-14 level and one position at the GS-15 level to realign staffing with program activities.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Post-VERA/VSIP Operations

The VERA/VSIP plan includes a plan to reorganize the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division. Using VERA/VSIP, we have identified two supervisory positions and twenty-two non-supervisory positions across the region. The number of positions scheduled for voluntary separation represents a 3% reduction of the region's workforce. The VERA/VSIP plan identifies the minimum number of positions needed to achieve near term workforce reductions without compromising program commitments.

Following the conclusion of the VERA/VSIP separations, a reorganization plan to restructure the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division will be finalized for implementation. Additionally, the region will assess the workforce separations and implement streamlining plans to consolidate administrative support services, reduce work in non-priority areas, and reassign personnel, as necessary, to perform agency program objectives.

We anticipate processing the following personnel actions to implement restructuring plans:

- Directed Reassignments to balance supervisor-to-staff ratios among remaining supervisors
- Directed Reassignments to realign position assignments to program priorities
- Details
- Abolish no longer needed supervisory or higher-graded positions

Use of VERA and VSIP

The two programs will be used to gain voluntary separations from positions that have been identified for reshaping to gain program efficiencies in the following workforce areas:

- Improving the supervisor-to-staff ratio in designated organizations;
- Consolidating and restructuring of administrative support positions; and
- Restructuring STEM and non-STEM administrative and program positions to align with the agency's program priorities.

VERA Information

Region 9 employs 736 permanent employees of whom 208 are eligible for VERA.

The FY17 Region 9 workforce reduction plan targets 234 positions, which includes 1678 permanent employees of whom 45 are eligible for VERA.

The total number of employees in the agency/organization who are expected to take early retirement is estimated to be 6.

Budget Information

Table A – Direct Costs for VERA/VSIP	
23 Targeted Positions for VSIP x \$25,000	\$575,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 23 Targeted Positions} note: (A)	\$300,271
Total Maximum Direct Costs	\$875,271

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Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost note: (B)	\$114,278,730	\$115,135,821
B. VERA/ VSIP Payout Cost	\$575,000	\$0
C. Leave Payout Cost	\$300,271	\$0
D. Post VERA/VSIP Annual Payroll Cost note: (C), (D)	\$110,335,070	\$111,162,587
E. Payroll for # New Hires	none	none
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$3,068,390	\$3,973,234
G. Pre-VERA/VSIP Annual WCF Cost note: (E)	\$4,420,981	\$4,487,295
H. Post VERA/VSIP Annual WCF Cost	\$4,307,757	\$4,367,374
I. WCF for # New Hires	none	none
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$113,223	\$114,922
Projected Savings with VERA/VSIP (F + J)	\$3,181,613	\$4,088,156

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Notes:

(A) Based on [HYPERLINK "https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/SF.pdf"], all grades at step 10.

(B) Using PPE 4/29/17, based on same pre-VERA/VSIP FTE level, assume 1.5% COLA increase in FY18, 1% COLA increase in FY19.

(C) Based on all grades at step 10, assume 30% benefits and 1.5% COLA increase for ¼ of FY18.

(D) Based on all grades at step 10, assume 30% benefits and 1% COLA increase for ¼ of FY19.

(E) Using FY17 WCF level, assume 1.5% increase in WCF in FY18 and FY19.

Table A – Direct Costs for VERA/VSIP	
24 Targeted Positions for VSIP x \$25,000	\$600,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 24 Targeted Positions} note: (A)	\$313,326

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Total Maximum Direct Costs	\$913,326
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Table B—Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost note: (B)	\$114,278,730	\$115,135,821
B. VERA/VSIP Payout Cost	\$600,000	\$0
C. Leave Payout Cost	\$313,326	\$0
D. Post-VERA/VSIP Annual Payroll Cost note: (C); (D)	\$110,242,607	\$111,069,431
E. Payroll for # New Hires	none	none
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$3,122,797	\$4,066,390
G. Pre-VERA/VSIP Annual WCF Cost note: (E)	\$4,420,981	\$4,487,295
H. Post-VERA/VSIP Annual WCF Cost	\$4,302,835	\$4,367,377
I. WCF for # New Hires	none	none
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$118,146	\$119,918
Projected Savings with VERA/VSIP (F + J)	\$3,240,943	\$4,186,308

Notes:

- (A) Based on [HYPERLINK "https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/SF.pdf"]; all grades at step 10.
 (B) Using PPE 4/29/17, based on same pre-VERA/VSIP FTE level, assume 1.5% COLA increase in FY18, 1% COLA increase in FY19.
 (C) Based on all grades at step 10, assume 30% benefits and 1.5% COLA increase for ¾ of FY18.
 (D) Based on all grades at step 10, assume 30% benefits and 1% COLA increase for ¾ of FY19.
 (E) Using FY17 WCF level, assume 1.5% increase in WCF in FY18 and FY19.

XXIII. Region 10

Business Case

Region 10 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts in four areas:

- Restructure to focus on STEM/programmatic priorities;
- Consolidate and streamline functions/activities/reduce the number of programs;
- Restructure or reduce highly-graded supervisory or non-supervisory positions; and
- Consolidate or reduce administrative or support functions.

Region 10 employs 544 non-term employees (including part-time employees). Currently, 118 (22%) of Region 10's workforce is eligible for a Regular Retirement, and 125 (23%) are eligible for an Early Retirement. Region 10 estimates this proposal will achieve greater results and accelerate efficiencies by building on the successful VERA/VSIP processes in FY14 and FY15 in which 53 people (nearly 10% of the workforce) separated. Using a strategic focused approach to identify eligible positions in each Office, the region believes that VERA/VSIP can accelerate its continuing progress on workforce restructuring goals. Region 10 estimates that offering VSIP in conjunction with VERA will increase the region's ability to meet these goals. Region 10 does not plan to offer VSIP to employees not currently

eligible for Regular Retirement or Early Retirement, as management has determined that approach will not enable the organization to preserve key skill sets and positions supporting mission objectives. The estimate of the total number of employees in Region 10 who are expected to take early retirement is 10.

Absent a VERA/VSIP, Region 10 anticipates no involuntary actions of an adverse nature, although some employees may need to be reassigned. Region 10's implemented a significant reorganization in 2016 and does not anticipate undertaking additional reorganization following the implementation of this VERA/VSIP proposal. The theme-based paragraphs below convey a sense of how the region would operate with certain positions restructured, eliminated, or reclassified with a different set of programmatic responsibilities and technical skill sets.

All of the region's offers would be made to individuals holding positions targeted for restructuring or elimination. The region would need to undertake a small number of personnel actions (such as reassignments and/or merit promotions) once those accepting offers have departed to fully implement this plan.

Region 10 proposes to extend a maximum of 19 VERA/VSIP offers among incumbents of 44 targeted positions which are eligible for either regular or early retirement. Duty stations are primarily in Seattle, but also in Richland, WA and Portland, OR. These nineteen planned offers fall into four of the six major themes identified by the agency. Assuming the offers are accepted and positions vacated, the region plans to restructure or eliminate these positions as described in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP 19 x \$25,000	\$ 475,000
Annual Leave Pay Out for 19 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 19 of Targeted Positions}	\$ 224,640
Total Maximum Direct Costs	\$ 699,640

Table B – Estimated Savings for FY 2018 through FY 2019			
	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	75,360,000	75,360,000	75,360,000
B. VERA/ VSIP Payout Cost	475,000		
C. Leave Payout Cost	224,640		

D. Post VERA/VSIP Annual Payroll Cost (less 19 FTE's average cost)	75,360,000	72,517,928	72,517,928
E. Payroll for # New Hires (assume 17 FTE's external to Region 10 by mid-year in FY 18)		1,259,487	2,518,974
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	(699,640)	1,582,585	323,098
G. Pre-VERA/VSIP Annual WCF Cost	2,168,900	2,168,900	2,168,900
H. Post VERA/VSIP Annual WCF Cost	2,168,000	2,091,000	2,091,000
I. WCF for # New Hires (assumes half of WCF costs mid-year in FY 18 - \$2,050 * 17 and full costs \$4,100 * 17 in FY 19)		34,850	69,700
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	2,168,900	43,050	8,200
Projected Savings with VERA/VSIP	(699,640)	1,625,635	331,298

**U.S. Environmental Protection Agency
Voluntary Early Retirement and Voluntary
Separation Incentive Payments Authorities
Business Cases and Budget Projections**

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EPA Business Cases and Budget Projections

I. Introduction

In order to address the U.S. Office of Management and Budget's directive (M-17-22) to reform the agency to be more efficient and effective, EPA is seeking to reduce, restructure and reshape its various program and regional offices according to the following themes: layering to increase supervisor to staff ratio; consolidation or ~~reduce-reduction~~ of administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions/activities/reduce number of programs. VERA and VSIPs will be offered to all regional offices and program offices except the Office of Inspector General (22 total offices). If the number of applications received exceeds the total number of VSIPs we can offer, approvals will be based first on service computation date for leave, then on entry on duty date (total EPA years of service.) If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first.

II. Office of the Administrator

Business Case

The Office of the Administrator over the course of many years has become one of the most highly graded organizations in the agency. As part of our strategic vision, we will continue to evaluate how well AO's organizational structure and staffing meets the agency's needs; ensuring that AO operates efficiently and effectively. Consequently, AO requests to:

1. Offer the VERA/VSIP to a generally broad segment of the AO workforce. We believe this inclusive approach will allow the majority of AO employees to decide if this is the right time for

them to accept the VERA/VSIP rather than management deciding for them by limiting the positions targeted.

2. Restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels. There has been a significant rise in nonsupervisory high-graded GS-14 and GS-15 positions in AO; these positions represent nearly half of our entire staff.

3. At a later date, reshape the workforce to reflect changes in programmatic direction; strengthen technical programmatic expertise with the appropriate skill mix; and maximize administrative support positions.

4. We will conduct ongoing assessments to ensure that AO's organizational structure meets current and future operational needs. Each Associate Administrator and Staff Office Director will continue to discuss their organization's priorities with the Chief of Staff and Deputy Chief of Staff. These structured meetings will specifically discuss how AO will advance the Administrator's priorities for the remainder of FY17 and begin analysis of FY18 conditions as information becomes more available. These discussions will enable refined assessment of the workforce, budget, and efficiencies across AO, ~~as well as~~ as well as set priorities and develop action items AO-wide. Additionally, these discussions will aid in identifying potential savings and synergies to maximize effective utilization of AO's resources.

Information Required for VERA and VSIP Requests

Overall AO has targeted 152 positions out of a total 339 positions (339 does not include political appointees). Of the targeted positions, 110 of the 152 are GS-13 or higher and all are non-supervisory. We intend to offer VERA/VSIP to restructure a maximum of 64 positions in AO. All positions, with the exception of one SL level position which will be eliminated, that are offered VERA/VSIP will be restructured, primarily at a lower grade level. AO will continue to identify opportunities to improve the efficiency and effectiveness of the existing workforce by offering opportunity to train and develop staff through creative approaches using short-term assignments via Skills Marketplace; details through Talent Hub; and opportunities to participate in training and developmental programs. In addition, AO will continue to seek ways to streamline processes; eliminate or modify areas of redundancy, and encourage our workforce to join networks to share new methods and resources for performing the day-to-day work in support of the office mission and the Administrator's overall goals.

Finally, each office has developed a plan to maintain office functions while positions are restructured and re-staffed. Their selection of positions to be offered is predicated on their ability to restructure the position and hire employees with new skills and at lower grade levels to meet future requirements — up to their AO designated FTE ceiling.

Both the VERA and VSIP opportunities will be offered to staff in targeted series in all 12 individual offices within the Office of the Administrator. Targeting decisions were made by senior managers based on the specific mission needs required to reshape the workforce and lower the overall personnel compensation and benefits salary base. This proposal sets a maximum number of VSIPs to be offered for each series in each office. Decisions on who receives VSIPs will be made on the basis of seniority. These offers are based on an understanding that these offices will be allowed to restructure position and staff up to their AO authorized FTE ceiling.

NOTE: Given the pool of available candidates across our offices, if AO does not receive a high percentage of applicants at the GS-15 or GS-14 levels in any particular office, we request the flexibility to increase (or decrease) the offer number in one or more categories, as long as our total reduction does not exceed a total of 64.

VSIP-Specific Information

The targeted position spreadsheet identifies the details of the specific positions to be offered VSIP and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level with only one exception as noted above. The maximum amount of voluntary separation incentive payments to be offered in AO is 64. In AO everyone that is early out (VERA) is VSIP eligible as well. Our organizational charts are attached – AO is not making any changes to its organizational structure at this time. However, we continue to assess potential opportunities to gain greater efficiencies.

VERA-Specific Information

The total number of position with the Office of the Administrator potentially undergoing change is 64. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level except one. AO does not have any employees in the program who will be involuntarily separated, downgraded, transferred, or reassigned as a result of these actions. AO has a total number of 75 employees eligible for early retirement. The estimated total number of employees in the Office of the Administrator who are “likely” to take early retirement is approximately 30, which is about 40% of the total eligible employees.

The Office of the Administrator plans to offer opportunities for temporary assignments with possible reassignments; using Talent Hub to post opportunities for lateral reassignments; and allow offices to recruit, where needed, at the lowest grade level possible for specific skillsets that are not available within the agency. These recruitments will include the restructured positions which will to decrease in the total number of the overall non-supervisory GS-14/15 positions.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,625,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool	\$999,804

\$64.09 x 240 x 65 of Targeted Positions}	
Total Maximum Direct Costs	\$2,624,804

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$70,252,000	\$70,252,000
B. VERA/ VSIP Payout Cost	\$1,600,000	
C. Leave Payout Cost	\$984,422	
D. Post VERA/VSIP Annual Payroll Cost	\$61,720,339	\$65,438,323
E. Payroll for # New Hires (GS 7,9,11) \$28.35 x 2080 x 64 of Targeted Positions	\$3,773,952	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,173,287	
G. Pre-VERA/VSIP Annual WCF Cost	\$5,375,245	
H. Post VERA/VSIP Annual WCF Cost	\$5,051,998	
I. WCF for # New Hires	\$317,923	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$5,323	\$5,323
Projected Savings with VERA/VSIP (F + J)	\$2,178,610	\$4,819,000 (A-D+J)

III. Office of Air and Radiation

Business Case

Over time, OAR has taken a number of steps to reshape its administrative workforce, including:

- Reorganizing work units and realigning or eliminating positions in order to consolidate mission support functions;
- Replacing positions performing non-inherently governmental clerical duties with grantees; and
- Offering separation incentives to employees whose positions were identified as redundant or obsolete.

Such incremental efforts, combined with ongoing attrition, have proven effective at realizing improved customer service with fewer positions and a lower cost to payroll. Also, in recent years EPA has adopted new internet-based data systems that require analysts who are skilled in using the full capability of the systems and who must be able to produce and interpret data reports. As the demands of mission support

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functions have evolved, OAR has found that on-the-job training is not always sufficient to enable employees to use these systems effectively, and that new skills sets are needed.

In the event that EPA determines that OAR will offer new separation incentives, such incentives will be offered to non-SES positions in administrative series, predominantly in the 0300 family, in order to: 1) continue OAR's efforts to realize workforce efficiencies by consolidating and eliminating positions that are no longer mission-critical or that can be done at lower grade levels; and 2) refocus efforts on programmatic priorities.

Our proposal seeks to streamline administrative operations and reduce the number of personnel with obsolete skills. In addition, in certain offices, it is necessary to redirect limited resources from general administrative services to essential programmatic functions required for meeting agency strategic goals, as well as to support new and emerging agency priorities and federal environmental and programmatic mandates.

This VERA/VSIP proposal includes a total of 67 eligible positions and sets forth a maximum total number of 20 VERA/VSIP offers in OAR, as shown in the targeted position spreadsheet.

For any positions vacated by an employee who accepts VERA/VSIP, the office will redistribute mission-critical duties to existing positions to the extent possible. Depending on the availability of FTE in FY2018 and beyond, offices will seek to fill any competency gaps not addressed through redirection of duties by establishing positions and recruiting for skill sets needed for programmatic and mission-critical priorities as permitted by EPA.

How VSIP will be used in conjunction with VERA

About 15% of OAR's workforce is eligible for optional retirement. Combined with employees eligible for early retirement, the total number of VSIP + VERA employees constitutes 40% of our workforce. We are requesting authority to offer VSIP/VERA in order to reach the goal of 20 voluntary separations. Offering VSIP/VERA is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and better align the skill sets needed to meet current and future mission needs.

VSIP-Specific Information

The categories of positions that will be offered VSIP are the same as those indicated in the targeted position spreadsheet. This VERA/VSIP proposal targets a total of 67 positions and set forth a maximum total number of 20 VERA/VSIP offers in OAR. OAR will accept VSIP offers alone, or in combination with VERA or Optional Retirement.

OAR does not expect that any reorganizations will be necessary after the agency has completed the incentive payments. However, OAR will continue to explore ways to further improve workforce efficiencies.

VERA-Specific Information

OAR employs 1,119 employees as of May 12, 2017. Approximately 270 employees are eligible for early retirement. The estimate of the total number of employees in OAR who are expected to take early retirement is five or fewer.

As stated above, at this time, OAR does not expect that any reorganizations will be necessary post-VERA/VSIP. Certain personnel actions may be necessary as a result of the departures of staff. Some position descriptions may need to be updated to reflect new or amended duties, and this could require the processing of reassignment or realignment actions if the change is more than minimal. In addition, depending on where these departures occur, it may be necessary to offer details/temporary promotions to cover work if it cannot be handled by current staff. We would expect these actions to be few and used mainly if workforce departures are unevenly distributed.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 500,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 245,000
Total Maximum Direct Costs	\$ 745,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$172,283,000	\$172,283,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$170,163,000	\$170,163,000
E. Payroll for # New Hires	\$225,875	\$451,750
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$1,894,125	\$1,668,250
G. Pre-VERA/VSIP Annual WCF Cost	\$14,725,000	\$14,725,000
H. Post VERA/VSIP Annual WCF Cost	\$14,545,000	\$14,545,000
I. WCF for # New Hires	\$22,500	\$45,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$157,500	\$135,000
Projected Savings with VERA/VSIP (F + J)	\$2,051,625	\$1,803,250

- A. Assumes payroll allocation from FY17 Enacted budget for OAR.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes annual payroll cost of average salary of eligible positions (\$106,000) x 20 positions = \$2,120,000.
- E. Assumes hiring 5 GS-12, step 5 positions in Washington, DC. Start date April 2018.
- F. A – B – C – D – E
- G. Assumes working capital fund allocation from FY17 Enacted budget for OAR.
- H. Assumes \$9K WCF per person x 20 positions = \$180,000.
- I. Assumes \$9K WCF per person.

IV. Office of Administration and Resources Management

Business Case

The Office of Administration and Resources Management is requesting approval authority for the use of VSIP and VERA to transform its workforce by placing a renewed focus on core business services, eliminating business services with low demand, centralizing internal support in select administrative areas, and reshaping the workforce to optimize support to the agency.

OARM has 698 permanent employees. The VERA/VSIP plan targets 154 positions: 34 positions in support job series and 120 positions in programmatic series. Targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is 98 as shown in the targeted position spreadsheet. These offers span 20 different job series. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. The estimate of the total number of employees in OARM who are expected to take early retirement is five. OARM will focus on the following themes:

- Restructure or reduce highly graded, supervisory and non-supervisory staff positions (GS 14 and 15) into lower graded positions that support the skills and competencies needed to meet current and emerging mission and program requirements and rebalance the current structure and recruit at lower grade and career ladder levels. (Note that in one of OARM's divisions (OROM/FACMD) the pool for 0343 positions does not include one GS-14. This position acts as the Committee Management Officer and is excluded because it is required by GSA and the FAC Act.)

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~~*In OROM, the pool for 0343 positions in FACMD does not include one GS-14. This position acts as the Committee Management Officer and is excluded because it is required by GSA and the FAC Act.~~

- Restructure positions to focus on core business functions where needs can be met more economically, by leveraging technology, or utilizing other resources. Includes the printing function, printing officers, and elimination of embedded attorney services in favor of OGC expertise. These positions will be restructured at lower grade levels and into positions that support core business functions.

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- Consolidate or reduce administrative or support functions to increase emphasis on positions and series directly supporting our core business functions – facility, engineering, contract, grant and human resources management.

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- Reduce the number of employees in specific occupational series (e.g., automation clerks, secretaries, procurement analysts, grants assistants, program and management analyst positions).
- Realign current administrative specialists and program analysts to consolidate internal HR support and budget execution in OARM to achieve efficiency.
- Restructure positions to recruit candidates having skills required to close current competency gaps.

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

How VSIP will be used in conjunction with VERA

OARM has 121 employees eligible for regular retirement and 164 eligible for early retirement through VERA in the above identified series. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to OARM to reshape its organization. The VSIP can further increase the potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities. Thus,

Hence, the combination of VERA and VSIP provides the greatest likelihood of the for OARM achieving the necessary reshaping and restructuring of its workforce.

The types of personnel actions anticipated as a result of the above proposed restructuring and elimination of positions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and possible external competitive recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 2,450,000
Annual Leave Pay Out for 98 Targeted Positions for VERA, Optional Retirement or Resignation {\$64.86* per hour x 240 x 98 Targeted Positions}	\$ 1,525,507.20
Total Maximum Direct Costs	\$ 3,975,507.20

*Payroll estimated on a GS-13, step 5 (\$51.48) with 26% included for loaded cost in Washington, D.C.

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$110,695,000	\$110,695,000
B. VERA/ VSIP Payout Cost	\$2,450,000	\$2,450,000
C. Leave Payout Cost	\$1,525,507.20	\$1,525,507.20
D. Post VERA/VSIP Annual Payroll Cost	\$96,485,000	\$96,485,000
E. Payroll for 84 New Hires	\$4,617,900	\$4,617,900
F. Payroll Savings for 98 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$5,616,592.80	\$5,616,592.80
G. Pre-VERA/VSIP Annual WCF Cost	\$6,280,000	\$6,280,000
H. Post VERA/VSIP Annual WCF Cost	\$5,473,852	\$5,473,852
I. WCF for 84 New Hires	\$690,984	\$690,984
J. WCF Savings for 98 VERA/VSIP Targeted Positions (J = G – H – I)	\$115,164	\$115,164
Projected Savings with VERA/VSIP (F + J)	\$5,501,428.80	\$5,501,428.80

V. Office of the Chief Financial Officer

Information Required for VERA and VSIP Requests

OCFO plans to reduce the number of administrative positions by using VERA/VSIP authorities to:

- Eliminate a clerk position.
- Reduce the number of financial technician positions.
- Reduce the number of secretary positions within OCFO's Office of the Controller (Reduce the number of management analyst positions within OC).

In addition, OCFO plans to reduce the number of financial management positions in OC by using VERA/VSIP authorities to:

- Reduce the number of financial specialist positions.
- Reduce the number of accountant positions.

Vacated clerk, secretary, and financial technician positions will be abolished. After VERA/VSIP offers have been accepted, OCFO will determine how many OC positions remain in the management analyst, accountant, and financial specialist series, and make appropriate workforce decisions. These decisions include possible reassignments of remaining personnel to fill positions in other parts of OCFO to fill mission-critical needs. The decisions also include possible restructuring to fill a small number of vacated positions with new skills needed to perform and support advanced data analytics and deliver secure, high-quality financial management processes, operations, and systems. These changes would be part of EPA's continuing efforts to meet the demand for a technologically sophisticated, analytical financial management workforce, as well as qualified technical and IT security staff.

OCFO will be able to operate without eliminated positions due to increased use of technology. Over time, the agency's financial management programs and functions have undergone significant change, particularly in the use of technology. In October 2011, the agency implemented the Compass Core Financial System, a key element of EPA's overall Financial System Modernization Plan, which provided increased integration among EPA's various systems and added new functionality. Now, we will take greater advantage of the full functionality of Compass to reduce our need for separate systems which cost time, money, and staff resources to integrate. As just one example, moving portions of the payment tracking systems and other interfacing systems into Compass will eliminate the need to reconcile discrepancies when all functionality is housed in one system. This should result in streamlined processes, better data quality, and reduced staff needed for integration of the separate systems and reconciliation of data. As a result, the workforce supporting the agency's financial management operations including the supporting administrative staff, which are located in OCFO, can be restructured and reduced, while qualified technical and IT security staff would be maintained.

We will be able to realign or reorganize to create operational efficiencies, while at the same time minimize any potential negative impacts on the workforce. We also plan to recruit for new skills needed by hiring a modest number of positions. We will recruit candidates who have analytical and critical thinking, and information management and technology skills. If needed, OCFO will implement management-directed reassignments or details to ensure mission-critical programs are not interrupted. OCFO's senior leadership will ensure that the highest priorities of EPA and OCFO will be carried out during this time of organizational change and workforce restructuring.

VSIP will be used in conjunction with VERA to maximize the incentives for employees to accept a VERA/VSIP offer. OCFO's attrition rate is low, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. For these individuals, VSIP is the only incentive we can offer. Another target group is eligible for neither optional retirement and nor early retirement. For these individuals too, VSIP is the only incentive available. Given that a reduced government income relative to optional retirement is inherent in VERA, we anticipate VSIP to be a necessary enticement also among the target group who are VERA-eligible. VERA authority in conjunction with VSIP will be essential if we are to reach our goal of 27 voluntary separations from among a target group of 160.

VSIP-Specific Information

- The maximum number of VERA/VSIP to be offered is 27.
- The maximum amount that will be paid is \$25,000.
- * The total maximum amount that will be paid is \$675,000.

A maximum of 27 VSIP payments would be offered in accordance with the targeted position spreadsheet.

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VERA-Specific Information

As of May 15, 2017, OCFO has 303 non-temporary employees on board. 83 employees are eligible for early retirement. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is 20. At this time, we anticipate one position in an occupational series that OCFO no longer needs may require the incumbent to be involuntarily separated unless the individual accepts a VERA-VSIP offer or finds a position in another EPA office or federal agency. The types of personnel actions anticipated as a result of OCFO's need for VERA include separations, details (if necessary), reassignments, abolished and/or reclassified positions, and internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
27 VERA/VSIP Offers x \$25,000	\$ 675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate (\$49.66) based on the average grade and step (GS-12, Step 10) of the targeted pool x 240 x 27 Offers to Targeted Positions}	\$ 321,797
Total Maximum Direct Costs	\$ 996,797

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate ¹	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$43,281,345	\$43,281,345
B. VERA/ VSIP Payout Cost ²	\$675,000	\$0
C. Leave Payout Cost ²	\$321,797	\$0
D. Post VERA/VSIP Annual Payroll Cost ²	\$39,913,078	\$39,913,078
E. Payroll for 7 New Hires	\$725,473	\$725,473

F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$1,645,997	\$2642794
G. Pre-VERA/VSIP Annual WCF Cost ³	\$2,163,000	\$2,163,000
H. Post VERA/VSIP Annual WCF Cost	\$1,974,000	\$1,974,000
I. WCF for # New Hires	\$49,000	\$49,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$140,000	\$140,000
Projected Savings with VERA/VSIP (F + J)	\$1785997	\$2,782,794

¹Based on FY 2017 projected payroll

²Calculations are based on a GS-12 Step 10 (for 2017 in Washington DC), the average cost of the targeted pool. Eligible employees are located in Washington, RTP, Cincinnati, and Las Vegas. The 2017 GS-12 Step 10 salary is \$103,639 or \$49.66/hr. With a 30% increase to account for benefits, the total annual cost is \$134,730 annually.

³Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and is estimated at \$7,000 per position. Savings for 27 positions for one year is \$7,000 x 27 positions = \$189,000.

VI. Office of Chemical Safety and Pollution Prevention

Business Case

OCSPP is requesting approval authority for the use of VSIP and VERA together to transform its workforce to meet administrative and programmatic challenges facing the organization by reducing administrative support positions through efficiencies and technology, reshaping the organization to reflect changes in programmatic direction and increased efficiency, and reducing and restructuring our highly-graded full-time equivalents. OCSPP plans to offer both VSIP/VERA together (except for series GS-0303 which will only receive VSIP).

- Reduce the number of Miscellaneous Clerk and Assistant positions across OCSPP. As technology use across the workforce has expanded, many of the activities of the administrative staff in this series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into user-friendly automated systems, i.e., Concur, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in this administrative field and will enable the organization to reduce obsolete skills and consolidate a broader range of functions. OCSPP has 3 of these positions. One is in the Office of Pollution Prevention and Toxics (GS-10) in Washington, DC, and 2 are in the Office of Pesticide Programs in Arlington, VA (GS-7, GS-8). All offers would be accepted.
- Reduce and restructure the work of non-supervisory Miscellaneous Administration and Program Series positions in the OCSPP IO to restructure positions with new skill sets that advance multimedia approaches and new technology. The IO will look to restructure positions requiring broader programmatic experience, communication and communication technology, and the use of collaboration tools to better support the IO senior management. The IO would evaluate and determine how to restructure any position prior to filling the position. The IO has 2 GS-13 non-supervisory positions in this series in Washington, DC. All offers would be accepted.
- Reduce the number of Miscellaneous Administration and Program Series positions in OPPT's Information Management Division. The functions of OPPT have evolved with the manner and processing of submissions under the Toxic Substances Control Act (TSCA). Increased electronic

reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OPPT would expect to fill any new FTE positions at lower grades in restructured positions. OPPT has 4 non-supervisory GS-13 positions in this series in IMD. Up to two offers would be accepted.

- Reduce and restructure the number of non-supervisory GS-15s across OCSPP. Many non-supervisory GS-15 positions were established to focus on specific programs when sufficient higher graded work was present. Program priorities have evolved over time and continue to do so and not all of these positions are currently required. Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OCSPP will review positions that are vacated and determine whether the work of the position is needed or whether it should be abolished. If the position is still needed, we will evaluate and determine how it will be restructured before filling. Decisions on job series, duties, grade, and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties, different job series or a different grade level appropriate for the scope of duties for that position. OCSPP has 56 positions eligible for retirement or early retirement (this excludes one IT security position). Up to 43 offers would be accepted across many series (3 in the IO; 22 in OPPT, 15 in OPP (see the next bullet), and 3 in the Office of Science Coordination and Policy). Positions are located in Washington, DC, Arlington, VA, Chicago, IL and Ft. Meade, MD.
- Reduce the number of OPP supervisory positions by restructuring branches in two OPP divisions. These new structures will consolidate functions across several branches to increase efficiency and ~~reduce~~ increase the supervisor-to-staff ratios. In the Health Effects Division, OPP would combine information functions with science information functions into a single unit, and also combine scientific specialties related to health effects and exposure into one branch. This restructuring would lead to better cross-sharing of information and more efficient use of technical capabilities and staff resources. In the Pesticides Re-evaluation Division, OPP would eliminate one branch and task work from that branch across three other branches, eliminating the need for an administrative services branch. Reshaping these branches helps with increased efficiency and reduces the number of supervisors. OPP would re-task work to existing staff and supervisors. OPP currently has 3 positions located in Arlington, VA. Two of the three are GS-15-0343 Program Analysts, and one is a 0401 ~~Interdisciplinary Biologist~~. Up to 15 positions would be accepted in OPP from this group and the OPP non-supervisory GS-15s combined (OPP current and future organization chart attached.).

Commented [SM1]: Debbi – my change – it decreases the number of supervisors but INCREASES the supervisory ratio

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,250,000 (50 x \$25,000)
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$797,880 (\$66.49 x 240 x 50)
Total Maximum Direct Costs	\$ 2,047,880

Table B – Estimated Savings for FY 2018 through FY 2019

	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$154,647,000	
B. VERA/ VSIP Payout Cost	\$1,250,000	
C. Leave Payout Cost	\$797,880	
D. Post VERA/VSIP Annual Payroll Cost	\$147,732,050	
E. Payroll for # New Hires	\$2,765,980	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,101,090	
G. Pre-VERA/VSIP Annual WCF Cost	\$8,703,000	
H. Post VERA/VSIP Annual WCF Cost	\$8,354,100	
I. WCF for # New Hires	\$139,560	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$209,340	
Projected Savings with VERA/VSIP (F + J)	\$2,310,430	

- A. EPM and S&T payroll (EPM and S&T payroll).
- B. \$25,000 x 50
- C. Average hourly for GS-13/5 x 240 hours x 50 staff (\$66.49 x 240 x 50)
- D. Anticipates all 50 staff (max offers) taking VERA/VSIP. Payroll in line A less fully loaded GS-13/5 (\$138,299 x 50).
- E. Assumes hiring of 20 new staff at yearly salary of \$138,299 per employee.
- F. See calculation formula above.
- G. From BAS 2016 Enacted
- H. Anticipates all 50 staff (max offers) taking VERA/VSIP.
- I. Assumes hiring of 20 new staff at yearly WCF cost of \$6,978 per employee.
- J. See calculation formula above.

VII. Office of Enforcement and Compliance Assurance

Business Case

The Office of Enforcement and Compliance Assurance is requesting authority for the use of VERA and VSIP to address longstanding shortfalls in extramural and other non-pay accounts through elimination or restructuring of positions vacated by departing employees.

OECA will offer VERA/VSIP broadly to enable redirection and refocusing of resources to establish a more efficient enforcement and compliance program aligned with the agency's strategic direction. OECA will accept VERA/VSIP applications for eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators, allowing the OECA to reshape its workforce, consolidate functions, and preserve extramural funds necessary to meet core business needs. The VERA/VSIP would encompass GS 5 – 15 positions in all locations. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

NOTE: Given the pool of available candidates, if OECA does not receive applicants at the numbers outlined in the Targeted Positions Template, we request the flexibility to increase (or decrease) the number in one or the other category, as long as our total does not exceed 51. This would be implemented by adhering to the selection criteria for each job category and then adjusting other categories where appropriate to meet overall target levels.

Through a combination of restructuring and elimination, OECA will refocus the workforce and balance extramural needs to meet changing priorities in coordination with our state and local partners. Some of OECA's components include separate administrative and program support functions which may be consolidated to reduce redundancies and promote greater efficiency. In addition, OECA may restructure compliance and enforcement activities across organizational lines to improve coordination and streamline functions. For the GS-2210 Information Technology Specialist positions, OECA will restructure two information security positions and reassign work to lower graded employees in this series. While these are positions with direct-hire authority, reassignments internal to the agency should allow us to meet program needs.

Commented [LH2]: Need to verify if the targeted 2210s include IT Security. Those are the only 2210s with DHA.

Commented [SM3R2]: Yes it does – they are including two ISO positions in their 2210s. See text additions.

OECA has 681 non-temporary employees in targeted positions, of which 164 are VERA-eligible and 522 are VSIP-eligible. OECA plans to offer up to 51 VSIPs (with or without VERA) to eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators in a pool of 506 targeted positions. This broad applicant pool will enable a large-scale approach towards a multi-faceted reshaping effort.

The estimate of the total number of employees in OECA who are expected to take voluntary early retirement are 25. With a target of 51 positions overall, we plan to restructure 25 positions to meet changing agency priorities and eliminate 26 positions to address longstanding financial needs for critical agency support activities.

Personnel actions as a result of the VERA/VSIP will likely be part of broader agency reform and restructuring efforts and will be a combination of details, reassignments, competitive hires and realignments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,275,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 788,015
Total Maximum Direct Costs	\$2,063,015

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,598,000	\$92,598,000
B. VERA/ VSIP Payout Cost	\$ 1,275,000	
C. Leave Payout Cost	\$ 788,015	
D. Post VERA/VSIP Annual Payroll Cost	\$83,265,000	\$83,265,000
E. Payroll for # New Hires	\$ 915,000	\$ 1,830,000
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 6,354,985	\$ 7,503,000
G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,896,200	\$ 3,896,200
H. Post VERA/VSIP Annual WCF Cost	\$ 3,503,500	\$ 3,503,500

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I. WCF for # New Hires	\$ 38,500	\$ 77,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 354,200	\$ 315,700
Projected Savings with VERA/VSIP (F + J)	\$ 6,709,185	\$ 7,818,700

- A. Fully loaded average payroll cost for targeted positions (\$183,000 x 506).
- B. \$25,000 x 51.
- C. Average hourly for GS-14/7 x 240 hours x 51 staff.
- D. Fully loaded average payroll cost for targeted positions minus 51 (\$183,000 x 455).
- E. Assumes hiring of 10 new staff at yearly salary of \$183,000 per employee; 6 months of FY 2018/full year 2019.
- F. See calculation formula.
- G. Average WCF cost per employee in targeted positions (\$7,700 x 506)
- H. Average WCF cost for targeted positions minus 51 (\$7,700 x 455).
- I. Assumes hiring of 10 new staff at yearly WCF cost of \$7,700 per employee; 6 months of FY 2018/full year of FY 2019.
- J. See calculation formula.
- K. See calculation formula.

VIII. Office of Environmental Information

Business Case

OEI will offer VSIP and VERA opportunities to non-supervisory GS-15, GS-14, and GS-13 staff. Our workforce analysis shows a significant proportion of OEI's workforce (132 positions or 43%) is classified in nonsupervisory high-graded GS-14 and GS-15 positions. An additional 138 positions, or 45%, are GS-13; and only 11% are graded at or below the GS-12 level. OEI needs to have a balanced grade structure that is sustainable. Junior and mid-level staff are needed to support our IT and IM experts at the GS-14 and GS-15 levels. With the current distribution, a disproportionate number of OEI's staff is highly-graded experts, which does not allow for a career ladder growth path. Through restructuring, OEI aims to attract appropriately-skilled junior-level staff experienced in modern technology projects and programs. OEI is both an information technology and information management organization; a better distribution of these modern skills is needed to support the agency's mission.

After reducing the number of non-supervisory higher-graded positions (GS-13 and above), OEI will consolidate the higher graded work in remaining positions. Temporary work assignments may be required for high priority projects while the hiring plan is implemented. Some non-critical projects may be delayed during the transition period. Once our non-supervisory, high-graded workforce has been restructured, we will look for opportunities to centralize work where it can be- or otherwise align the positions to the appropriate organizations. This will protect against duplication of effort, streamline reporting relationships, and improve accountability.

OEI averages less than 10 retirements per year, although OEI currently has 74 positions that are fully eligible for immediate retirement. Given our low attrition rate and the fact that many of our retirement-eligible employees have continued to work years beyond retirement eligibility, we request authority to offer VERA with VSIP to supplement our number to reach our goal of 30 voluntary separations. Offering VERA with VSIP is more appealing than VERA alone and will likely help us achieve the voluntary separations needed to restructure the grade levels and work of our workforce

VSIP-Specific Information

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations. We plan to offer VSIP/VERA to non-supervisory employees at the GS-13 through GS-15 levels in the specified organizations. GS-2210 IT Specialist Security/INFOSEC are not included in this proposal.

With an organizational FTE ceiling of 421 positions and a vacancy rate of 78 positions, it will be critical for OEI to develop a replacement hiring plan. The goal of the plan will be to lower our grade structure and recruit new skills needed to advance current and future information management and technology requirements for the agency given fewer resources.

We will offer 30 VSIPs, each up to the maximum of \$25,000 for a total amount of \$750,000. The following table illustrates the maximum allocation of VERA/VSIPs by OEI Office and/or Division. Review OEI's Targeted Positions Template for detailed information.

The following table illustrates the maximum allocation of VERA/VSIPs by OEI Office and/or Division. Review OEI's Targeted Positions Template for detailed information.

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Allocation of VERA/VSIPs by Office		*Allocation of VERA/VSIP by Division (OITO and OEIP)		
ODSTA	4	OEIP	IO	1
OCAPPM	3	OEIP	EQMD	1
OBOS	2	OEIP	ERMD	2
OIM	8	OEIP	FLAD	1
OISP	3	OEIP Total		5
OEIP*	5	OITO	IO	1
OITO*	5	OITO	SBMD	4
TOTAL	[=SUM(ABOVE)]	OITO Total		5

VERA-Specific Information

As of April 17, 2017, OEI employs 343 permanent employees. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures to better meet mission needs. To gain additional cost efficiencies and improve OEI's ability to hire and retain highly qualified staff, (especially in technical fields), OEI will also consider redistributing some of the restructured positions to RTP, North Carolina, where we currently have staff present. If we deem it necessary to most effectively support EPA's mission, OEI may involuntarily reassign up to 10 employees as a result of this proposal.

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A total number of 79 OEI employees are eligible for early retirement. The estimate of the total number of employees in OEI who are expected to take early retirement is eight, or 10% of the total eligible. We expect to complete the following types of personnel actions as a result of OEI's need for VERA: management directed reassignments, details, voluntary separations, permanent internal and external recruitments, temporary/term internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
<i>Max. Buyout Amount:</i> 30 Targeted Positions for VSIP × \$25,000	\$ 750,000
<i>Annual Leave Pay Out:</i> Hourly rate based on the average grade and step (14/5) of the targeted pool \$60.83 × 240 Hours × 30 Targeted Positions	\$ 437,976
Total Maximum Direct Costs	\$ 1,187,976

Table B – Estimated Savings or FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost (Appropriated and WCF; assuming 2% increase each year)	\$58,118,909.46	\$59,281,287.65
B. VERA/ VSIP Payout Cost	\$750,000	
C. Leave Payout Cost	\$437,976	
D. Post VERA/VSIP Annual Payroll Cost	\$54,310,169	\$55,472,548
E. Payroll for 30 New Hires	\$573,179.00	\$650,296.00
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$2,047,585.00	\$3,158,444.00
G. Pre-VERA/VSIP Annual WCF Cost	\$2,886,314.64	\$2,886,314.64
H. Post VERA/VSIP Annual WCF Cost (30 departures)	\$2,612,246.70	\$2,612,246.70
I. WCF for 30 New Hires	\$274,067.94	\$274,067.94
J. WCF Savings for 30 VERA/VSIP Targeted Positions (J = G – H – I)	\$0	\$0
Projected Savings with VERA/VSIP (F + J)	\$2,047,585.00	\$3,158,444.00

IX. Office of General Counsel

Business Case

The Office of General Counsel provides legal services to all the agency's organizational elements with respect to all programs and activities. Specifically, OGC provides legal opinions, legal counsel, litigation support, and assists in the formulation and administration of the agency's policies and programs as legal advisors. OGC's workforce is primarily comprised of attorney advisers. OGC often has a shortfall in its non-pay budget lines. Because the agency is considering VERA and VSIP, OGC has taken steps to ensure it only has essential personnel at the right grade level so as to ensure it has as much non-pay funding available as possible. In reviewing OGC's ongoing work and the agency's needs, OGC decided to restructure or reduce one (1) highly graded non-supervisory position and one (1) non-supervisory position in its Immediate Office. Below is the VERA and VSIP business case justification:

POSITION	FUNCTION	ORGANIZATION	LOCATION	OCCUPATIONAL CATEGORY	GRADE LEVEL
Senior Counsel for International Affairs	Oversees special projects of significant concern to the agency.	OGC Immediate Office	WA, DC	Management	SL-0905-00
Executive Assistant	Executes day-to-day responsibilities	OGC Immediate Office	WA, DC	Administrative	GS-0301/12

	& assignments that are routine and/or may be of a sensitive nature.				
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The senior counsel SL-0905 position targeted under the VERA/VSIP authorities was a new position OGC created soon after a significant environmental incident. The position's original duty station was in Denver, CO, that was changed in late 2016 to Washington, DC. The position responsibilities included special projects such as supporting the agency mission-driven environmental and human health efforts related to the Region 8 Gold King Mine. Given the reduced impacts surrounding the Gold King Mine efforts at this time, this position is no longer high priority or critical to the agency mission. OGC made the decision to eliminate this position. This position is retirement eligible. OGC will offer only the VSIP authority.

OGC's Immediate Office currently employs two executive assistant GS-0301/12 positions of which one position is considered in excess at the GS-12 level. OGC will target two positions under the VERA/VSIP authorities but will offer only one position. In reviewing its administrative support needs in the OGC Immediate Office, OGC determined that the work may be restructured at the GS-11 level. OGC will offer both the VERA and VSIP authority for the one position.

VSIP- and VERA-Specific Information

The one targeted SL-0905 position is retirement eligible. OGC will offer only the VSIP authority.

- Total 0905 General Attorney = 173 // Retirement Eligible = 25 // VERA eligible = 37 // VSIP eligible = 136

OGC is targeting two positions at the GS-0301/12 but only offering one position based on the first to apply. The one position will be eligible for both VERA and VSIP authority. The targeted GS-12 position will be restructured at the GS-11 level.

- Total 301 Miscellaneous Administration and Program = 13 // Retirement Eligible = 4 // VERA eligible = 3 // VSIP eligible = 13

Budget Information

Table A – Direct Costs for VERA/VSIP		
2 Targeted Positions for VSIP x \$25,000	\$ 50,000	
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 40,685	
Total Maximum Direct Costs	\$ 90,685	
Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$359,379	\$363,189
B. VERA/ VSIP Payout Cost	\$ 50,000	\$ 50,000
C. Leave Payout Cost	\$ 40,685	\$ 41,116

D. Post VERA/VSIP Annual Payroll Cost	\$0	\$0
E. Payroll for # New Hires	\$85,363	\$85,363
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A - B - C - D - E)	\$183,331	\$185,805
G. Pre-VERA/VSIP Annual WCF Cost	\$17,788	\$17,979
H. Post VERA/VSIP Annual WCF Cost	\$0	\$0
I. WCF for # New Hires	\$8,894	\$8,989
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G - H - I)	\$8,894	\$8,989
Projected Savings with VERA/VSIP (F + J)	\$192,226	\$194,794

Assumptions:

1. Annual Payroll cost for GS-12/6 (\$93,008) and SL position \$187,000 includes an estimated benefits rate of 27% and a 1.6% inflationary adjustment for FY18 and FY19
2. Leave Payout includes annual leave hrs of 1.3 @ \$44.72 and 447.15 hrs @ 89.90 plus a 1.6% inflationary adjustment for FY18 and FY19
3. New Hire GS-11/1 (\$66,510) plus a 1.6% inflationary adjustment
4. WCF estimated cost of \$8,800 per person plus a 1.7% inflationary adjustment for FY18 and FY19

X. Office of International and Tribal Affairs

Business Case

The Office of International and Tribal Affairs proposes offering VERA and VSIP to GS-13 through GS-15 non-supervisory staff and to a small number of staff in administrative positions to facilitate the consolidation of programs and functions across the organization.

OITA currently has 74 non-temporary employees, the majority of whom are at the GS-13 to GS-15 grade levels. We propose to offer VERA/VSIP buyouts primarily to eligible employees at these grade levels, and will restructure the positions vacated by departing employees. The maximum number of positions eligible will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts.

OITA seeks to align the work of its international and tribal programs with administration priorities. Because of the administration's focus on fewer high-priority initiatives for international and tribal programs, OITA will need fewer higher-graded employees to serve as program leads. (The reduction in the number of key program areas is more significant in the international programs than in the tribal programs, and OITA is targeting fewer positions in its American Indian Environmental Office, accordingly).

Although OITA offered VERA/VSIP in 2014, the Office still has GS-13 through GS-15 level employees performing some functions that could be performed by staff at lower grades. As part of the office's efforts to realign its work and consolidate functions, less complex work will be restructured into lower-graded positions, which will facilitate consolidating more complex duties (e.g., policy development, multilateral negotiations, etc.) among the higher-graded staff who remain following the VERA/VSIP process. EPA offers in-house training (e.g., COR certification, IA Project Officer certification, etc.) that can help prepare lower-graded staff to assume some of the less complex duties currently being performed by higher-graded employees.

A reduction in the number of programs and the number of staff should also allow OITA to further consolidate some administrative functions, with slightly fewer staff providing administrative support to the office's programs. (OITA's 2014 VERA/VSIP process saw the departure of a number of key administrative support staff. Although some further consolidation is possible, there are currently fewer opportunities to reduce administrative functions than to collapse program management functions). OITA's current structure is already "flat." The office anticipates no reorganization as a result of VERA/VSIP. Realignment within each of OITA's constituent organizations are more likely, with teams being combined or staff assignments being consolidated.

Tentative areas of workforce reshaping and restructuring include:

- A reduction in the number of formal teams. Staff in OITA's program components are currently divided into a total of nine teams, each of which is headed by a GS-15 Senior Advisor. Combining existing teams will allow us to reduce the need for a number of higher-graded staff.
- A reduction in the number of GS-15s other than Senior Advisors. OITA's international programs currently have three non-supervisory GS-15s serving in positions other than team leaders. Several of these GS-15s support programs that OITA plans to significantly reduce in order to align the office's international priorities with the focus areas identified by the new administration. As the GS-15s who support these programs depart, OITA will restructure the positions to reduce their full promotion potential and to restructure the positions to support new priority programs.
- Realignment of resources across OITA will increase efficiencies in managing assistance agreements and contracts, which should reduce the number of staff needed to administer these vehicles. Some work currently supported by employees at the GS-13, 14, and 15 grade levels -- in both the international and tribal programs -- can be reassigned to staff at lower grades.

OITA will target a total of six positions in accordance with the targeted position spreadsheet.

VSIP

VSIP will be offered for each of the six targeted positions, with a maximum of five offers being accepted. If OITA receives and accepts the maximum number of requests, \$125,000 will be required for buy-outs.

A number of staff who occupy the targeted positions are already retirement eligible. VSIP will serve as an incentive for these employees to retire from federal service.

VERA

Nineteen employees in OITA are VERA eligible. The estimate of the total number of employees in the office who are expected to take early retirement is two.

The administration's focus on a smaller number of key international and tribal programs will result in the need for fewer higher-graded employees as program leads. Reductions in major initiatives may necessitate the transfer of up to ten OITA employees to other parts of the agency. OITA may also need to make significant changes to portfolio assignments for up to twenty other employees as a result of rapidly changing focus areas for our programs. OITA seeks VERA authority as one option for alleviating the need to transfer employees.

Budget Information

Table A - Direct Costs for VERA / VSIP		2017	2018	2019		
5	<- Targeted Positions for VSIP Buyout x \$25,000	\$125,000	\$0	\$0		
Annual Leave Payout for Targeted Positions for VERA, Optional Retirement or Resignation (Hourly rate based on the average grade and step of the targeted pool x (240 + 150 AL hours) x Targeted Positions (@ G14/Step 5))		\$106,459	\$0	\$0		
Total Maximum Direct Costs		\$231,459	\$0	\$0		
Table B - Estimated Savings for FY 2018 through FY 2019		2017	2018	2019	Factors	
A	Pre-VERA / VSIP Annual Payroll Costs (before VERA/VSIP): FY 2017 - 05/15/17 on-board count; increased 3.25% each year for increased costs (1.9% COLA, promotions, etc)	\$12,300,000	\$4,190,277	\$3,683,626	3%	103%
B	VERA / VSIP Payout Cost (\$25,000 x Targeted Positions)	\$125,000	\$0	\$0		
C	Leave Payout Cost (presumes 240 ceiling hours at average salary plus 150 hours earned in 2017) @ G14/Step 5	\$106,459	\$0	\$0		
D	Payroll Savings (Payroll @ G14/S5 Targeted VERA/VSIP participants @ end FY 2017)	\$0	(\$871,723)			
5	E <- Payroll for new hires @ G9/Step 1 for two-thirds in FY 2018		\$249,123	\$389,726	0.66 FTE mid-Feb - Sept, 2018)	
F	Post VERA/VSIP Annual Payroll Cost (F = A + B + C + D + E)	\$12,531,459	\$3,567,676	\$4,073,351		
G	Pre-VERA / VSIP Annual WCF Costs (before VERA/VSIP)	\$574,466	\$221,190	\$228,379		
H	Working Capital Fund Savings (7.15K in FY17; projected increase of 2%/year)		(\$36,500)	(\$37,230)		
I	Working Capital Fund Costs for New Hires for two-thirds in FY 2018		\$24,090	\$37,230		
J	WCF Costs for VERA / VSIP (J = G + H + I)	\$574,466	\$208,780	\$228,379		
Projected Savings with VERA / VSIP (F + J)		\$13,105,925	\$3,776,456	\$4,301,730		
#	Total VERA/VSIP Target	FTE	80.3	30.3	FY19 Payroll increase ---> 3.25%	
33%	Grade / Step = GS 14 / 5 Salary	Full Year	\$126,960	\$131,086	hr/year	
350	Grade / Step = GS 14 / 5 Benefits		\$41,897	\$43,258	\$60.83 per hour	
	WCF Costs in 2017 is \$7,154		\$7,154	\$7,300		
#	Total New Hires Target					
	Grade / Step = GS 9 / 1 plus 33% benefits		\$54,974	\$56,761		
	Grade / Step = GS 14 / 5 Benefits		\$18,141	\$18,731		

XI. Office of Land and Emergency Management

The Office of Land and Emergency Management is requesting approval authority for the use of VERA and VSIP.

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix through efficiencies and technology;
- Streamline OLEM's national workforce by reducing and reshaping the current top-heavy GS-13/14/15 grade structure to create opportunities for recruiting at lower grade levels for alignment with the agency's highest priorities;

- Restructure existing staff layers to improve organizational productivity while reducing the staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a number of vacancies at lower grades (GS-7/9/11) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization.

OLEM currently employs 494 permanent employees. Of these, 112 are eligible for voluntary retirement, 134 are eligible for early retirement, and 451 are eligible for voluntary separation payments. OLEM plans to target 219 positions with a maximum of 94 offers. Both the VERA and VSIP opportunities will be offered to staff in targeted series in OLEM. The estimated number of employees expected to take early retirement is 24 employees (25%). Because OLEM will be restructuring and not eliminating positions, we expect to rehire approximately 94 positions.

OLEM manages the agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields redevelopment, and accidental releases from oil and chemical facilities.

Under the Resource Conservation and Recovery Act, the Office of Resource Conservation and Recovery is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA regional offices and state programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

(1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs.

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving, effective oversight can be achieved with fewer personnel resources.

(2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and on economic redevelopment possibilities, while suspending work on sites or portions of sites that are low risk and have low potential for redevelopment. This will result in a streamlined organization. Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions.

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. Community Involvement Coordinators (CIC) work with community members throughout the cleanup process. On-Scene Coordinators and Remedial Project Managers also have significant roles along with input from hydrogeologists, toxicologists and ecological risk assessors and grants/project officers that administer cooperative agreements to states for their participation in the process.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to implement all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This will require careful allocation of resources to the completion of the other phases of the process, such as Record of Decision, and Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP			
Total VSIP Amount	Max # of V/V Offers	Annual Leave Payout	Total
<i>A</i>	<i>B</i>	<i>C</i>	<i>A x B</i>
\$25,000	94		\$2,350,000
Hourly rate based on the average grade and step of the targeted pool			<i>AxBxC</i>
\$65.43	94	240	\$1,476,101
Total Maximum Direct Costs			\$3,826,101

Table B – Estimated Savings for FY 2018 through FY 2019			
	FY-17 OP Plan	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 82,364,000.00	\$63,776.00	\$62,725.00
B. VERA/ VSIP Payout Cost	\$ 2,350,000.00		
C. Leave Payout Cost	\$ 1,476,101.00		
D. Post VERA/VSIP Annual Payroll Cost	\$ 86,190,101.00		

***E. Payroll for # New Hires	\$ 5,167,368.00	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 81,022,733.00	
**G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,458,000.00	
**H. Post VERA/VSIP Annual WCF Cost	\$ 2,800,000.00	
**I. WCF for # New Hires	\$ 658,000.00	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ -	
Projected Savings with VERA/VSIP (F + J)	\$ 81,022,733.00	

Notes:

* Payroll saving calculations for direct costs and estimated savings are based on GS-13, Step 5 in Washington, D.C. annual salary as of January 2017 is \$107,435 or \$51.48 per hour, with an additional 27.10% and 1% increase to hourly figures to account for benefits, hourly amount which equals to \$65.43 or \$136,549.88 annually.

**Working Capital Fund costs are based on an annual rate of \$7,000 per position per year for computer, telephone, and internet access. Cost for 94 positions for one year is (\$7,000 x 94 = \$658,000).

***Payroll calculations for 94 new hires are based on entry level (GS-9, Step 1, \$54,972.00 includes 27.10% and 1% GS

XII. Office of Research and Development

The Office of Research and Development plans to reshape its workforce to place a greater focus on the science supporting the Administrator's priorities of (1) supporting core drinking water/clean water infrastructure projects; (2) implementing TSCA reform; (3) bringing about measurable changes in communities with Superfund sites; and (4) attaining the air quality standards. Our plan is to accomplish this through the restructuring of our workforce by consolidating our Las Vegas workforce to other ORD locations, bringing our supervisor-to-staff ratio in line with agency standards, and reducing the number of highly graded, non-supervisory staff position.

Without the eliminated/restructured positions will allow, ORD will have the increased opportunity to maintain its core post-doctoral program that provides technical expertise in cutting-edge scientific areas supporting the agency's priorities, as well as to create vacancies to recruit staff at the entry level with the skill sets needed to support our core functions. Additionally, reducing the number of employees at our LV facility will allow us to reduce the footprint in leased space, eventually allowing us to reallocate those funds to other high priority initiatives.

ORD plans to use the VERA, in conjunction with the VSIP, as an incentive to implement these restructuring strategies. ORD historically has a low attrition rate, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. Together, these two

authorities provide the most favorable opportunity for the organization to meet its goals while offering an attractive incentive for eligible employees to elect to leave the organization.

VSIP will be offered to a maximum of 183 employees with an estimated 55 (or 30%) accepting the offer. These offers will be made to retirement or early out (VERA) eligible employees located in L.V, Nevada; eligible employees who are non-supervisors at the GS-14 and above grade level (to include SES, ST, SL); and eligible supervisors with <5 employees. ORD's labs, centers, and offices are all unique in how they support the priorities of the agency. Each will handle restructuring under the three scenarios slightly different based on their current staffing needs, mainly through a variance in the maximum offers by geographic location, series, and grade. Our attached template takes those considerations into account and includes numbers based on the LCO specific requests. ORD will not have any changes to its organizational chart as a result of these offers.

ORD currently has 1564 non-temporary employees. Of those, 322 employees are eligible for early retirement. VERA will be offered to 66 of the non-temporary employees in ORD. The estimate of the total number of employees in ORD who are expected to take early retirement is 13 (20%). ORD does not anticipate any involuntary separations, downgrades or transfers as a result of this restructuring. It is anticipated that it will be necessary to implement a limited number of details and reassignments as a result of the VERA in order to continue our restructuring/reshaping process. We anticipate some reassignments specifically associated with our goal to increase the supervisor/staff ratio in ORD. VERA will help us move toward that goal. Additionally, a reduction in the number of high graded non-supervisors as a result of this VERA will allow ORD to bring in new, lower graded employees with skills to take on work to support the agency's core functions, as well as continue our focus on our post doc program. Please see the targeted position spreadsheet for detailed information for each job series.

Budget Information

Table A – Maximum Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	183 x \$25,000 = \$ 4,575,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 3,030,480
Total Maximum Direct Costs	\$ 7,647,040

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$270,216,263	\$262,109,775
B. VERA/ VSIP Payout Cost	\$1,375,000	\$0
C. Leave Payout Cost	\$910,800	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$261,204,513	\$252,935,814
E. Payroll for # New Hires	\$1,480,752	\$3,014,811
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$5,245,198	\$6,159,150
G. Pre-VERA/VSIP Annual WCF Cost	\$10,772,042	\$10,987,482
H. Post VERA/VSIP Annual WCF Cost	\$10,414,405	\$10,622,692
I. WCF for # New Hires	\$203,028	\$182,784
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$154,610	\$182,006

Projected Savings with VERA/VSIP (F + J)	\$5,399,808	\$6,341,157
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Budget assumptions:

Table A:

Targeted x 25,000: Assumes max (cap) of 183 (because calculation is for maximum costs) accept \$25K each for a total of \$4.575M

Annual Leave Pay Out: The average hourly rate across the entire targeted pool is about \$69 x 183 max (cap) x 240 hours for a total of \$3,030,480

Table B:

A: Amounts of PC&B for all of ORD, 3% historical attrition applied to 2018 number, COLA is 1.8% for 2018 and assumed to be the same for 2019.

B: Assumes that of 183 max (cap), 55 of the cap will accept (30% targeted). $55 \times 25000 = \$1.375M$ for FY18 (we assume that all VERA/Retirements must occur by 9/30/17), and we currently assume that no additional VERA/VSIP is planned for FY18 or FY19 though we would like to be able to pursue that option if necessary and possible.

C: Assumes that (from line B) with 55 accepting, with 240 hours leave at an average hourly rate of \$69, this is $\$69 \times 55 \text{ accepting} \times 240 \text{ hours}$ for a total of \$910,800

D: Amounts of PC&B estimated for 55 accepting and leaving with \$145,000 average salary of targeted and 13% benefits % of PC&B estimate, so (Line A) - $(55 \times \$145,000 \times 113\%) = \$261,204,513$ for FY18 and the same amount times 101.8% for COLA for FY19 or (Line A) - $(55 \times \$145,000 \times 113\% \times 101.8\%) = \$252,935,814$

E: We assume that of 55 departing, 28 new hires would be made at lower pay grades. Assume the average hourly rate of \$45/hour, and with 13% benefits, and assume that the average new hire works half the year, $(28 \times \$45 \times 2080 \times 113\% \times 50\%) = \$1,480,752$ for FY18, and the same amount times 101.8% for COLA for FY19 and assuming those same new hires work the whole year, $(28 \times \$45 \times 2080 \times 113\% \times 101.8\%) = \$3,014,811$

G: By taking the \$6275 average WCF cost/year for 2017 for all ORD FTE and multiplying it by 1683 FTE and by 102% for the FY18 increase it is: $1683 \times 102\% \times \$6275 = \$10,772,042$ and then $\$10,772,042 \times 102\% = \$10,987,482$ for FY19

H: \$6375 is the average WCF cost/year for 2017 of the targeted employees. Assuming 55 accept and depart, and 2% is the annual increase in cost, (Line G) - $(\$6375 \times 102\% \times 55) = \$10,414,405$ for FY18 and (Line G) - $(\$6375 \times 102\% \times 102\% \times 55) = \$10,622,692$ for FY19.

I: \$6275 is the average WCF cost/year for 2017 of the targeted employees. 2% is the annual increase in cost. So $\$6275 \times 102\% = \6400 . Additional one-time background check costs are \$4051/employee. If 50 new hires are made throughout FY18, and on average they work for half the fiscal year, that cost would be $(\$6400 \times 50\% \times 28) + (\$4051 \times 28) = \$203,028$ for FY18 and presumably they'd work all of FY19, so it would be $(\$6400 \times 102\% \times 28) = \$182,784$

XIII. Office of Water

The Office of Water (OW – Washington, DC and Cincinnati, OH) will use the VERA and VSIP authorities to:

- Reduce and rebalance our current grade structure by reducing GS-13s and GS-14s, non-supervisory GS-15s, and supervisory and non-supervisory SLs to adjust skill and grade levels.
- Restructure our programmatic and administrative positions to refresh skill sets to address modern and ever-changing technologies, enhance collaboration and coordination, and deal with increasingly complex technical and scientific challenges.
- Reshape current workforce to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities in current and potentially different series to create a higher-performing organization.
- Assess on an ongoing basis our position management structure and make future changes based on staff attrition and changing technology.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

The office will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. This will allow us to recruit at the entry-level for positions working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. Other positions, to the extent feasible and practical, will be restructured through the transfer and retraining of staff with outdated skill sets or staff that are currently focused on work activities that will not be emphasized in the future.

How VSIP will be used in conjunction with VERA

OW will use the VERA authority to increase the number of positions in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are 85 targeted positions that are eligible for voluntary (optional) retirement and eligible to accept a VSIP offer without VERA approval. The number of VERA employees eligible for a VSIP is 67 so by adding VERA, the number of targeted positions who are eligible to accept a VSIP offer increases to 152 and improves the probability of reaching the OW goal to realign resources. Additionally, by adding employees who are eligible for VSIP only (239) and not eligible for voluntary or early retirement, it increases our number of positions in targeted job series to 391. OW will make VERA and VSIP offers simultaneously to all employees in targeted positions during the same offer period. A total of 30 VSIP offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of OW reaching the goals of restructuring and reshaping the workforce. OW will approve up to 30 VSIPs, each up to the maximum of \$25,000 or the amount of severance pay to which an employee is entitled (whichever is less).

VERA-Specific Information

Number of non-temporary employees in OW undergoing change	391
Number of non-temporary employees in OW who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation	5
Number of employees in OW who are eligible for early retirement (excluding employees eligible for optional retirement)	67
The estimate of the total number of employees in OW who are expected to take early retirement is:	5

The actions listed below provide a description of the types of personnel actions anticipated as a result of OW's need for voluntary early retirement authority:

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish and/or Reclassify Positions
- Voluntary Retirements
- Internal and External Recruitments

Budget Information

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
(1) Annual Leave Pay Out for 1 SL targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$20,342
(2) Annual Leave Pay Out for 11 GS-15 step 7 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$181,850
(3) Annual Leave Pay Out for 9 GS-14 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$135,261
(4) Annual Leave Pay Out for 9 GS-13 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$114,462
Total Maximum Direct Costs	\$1,221,513

1) Hourly salary of an SL employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$84.76 \times 240 = \$20,342 \times 1 = \$20,342$$

2) Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$75.77 \times 240 = \$18,185 \times 11 = \$200,035$$

3) Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$62.62 \times 240 = \$15,029 \times 9 = \$135,261$$

4) Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$52.99 \times 240 = \$12,718 \times 9 = \$114,462$$

5) $\$750,000 + \$20,342 + \$200,035 + \$135,261 + \$114,462 = \$1,220,100$

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$97,868,232	\$97,916,549
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	\$92,302,143	\$92,302,143
E. Payroll for # New Hires	\$951,710	\$1,525,163
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$4,609,281	\$4,079,045

G. Pre-VERA/VSIP Annual WCF Cost	\$4,221,000	\$4,221,000
H. Post VERA/VSIP Annual WCF Cost	\$4,011,000	\$4,011,000
I. WCF for # New Hires	\$78,750	\$105,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$131,250	\$105,000
Projected Savings with VERA/VSIP (F + J)	\$4,740,531	\$4,184,045

A (FY18). Pre-VERA/VSIP Payroll costs are calculated based on OW's workforce salary as of May 1, 2017 plus step increases for one-third of the V-V departures, with an additional 35% increase added to account for benefits. See attachment 4 for further details.

$$(\$72,459,197 + \$35,790) + 35\% = \$97,868,232$$

A (FY19). Pre-VERA/VSIP payroll costs are calculated based on OW's 2018 payroll estimate, plus step increases for one-third of the V-V departures. See attachment 4 for further details.

$$(\$72,494,987 + \$35,790) + 35\% = \$97,916,549$$

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Salary calculations are based on the annual salary of the employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered. See attachment 4 for further details.

$$\begin{aligned} \text{SL} & \dots \$176,303 \times 1 = \$176,303 \\ \text{GS 15/7} & \dots \$158,123 \times 11 = \$1,739,353 \\ \text{GS 14/6} & \dots \$130,692 \times 9 = \$1,176,228 \\ \text{GS 13/6} & \dots \$110,595 \times 9 = \$995,355 \\ \text{Total FY18 payroll costs for targeted VERA/VSIP positions} & = \$4,087,239 + \$32,013 \text{ in step increases} = \\ & \$4,119,252 + 35\% = \$5,560,990 \\ \text{Total FY19 payroll costs for targeted VERA/VSIP positions} & = \$4,119,252 + \$32,013 \text{ in step increases} = \\ & \$4,151,265 + 35\% = \$5,604,208 \end{aligned}$$

D (FY18). Pre-VERA/VSIP payroll costs minus total payroll costs for targeted VERA/VSIP positions. See attachment 4 for further details.

$$\$72,491,210 - \$4,119,252 = \$68,371,958 + 35\% = \$92,302,143$$

D (FY19). Pre-VERA/VSIP 2018 payroll costs minus total payroll costs for targeted VERA/VSIP positions.

$$\$72,523,223 - \$4,151,265 = \$68,371,958 + 35\% = 92,302,143$$

E (FY18) Nine-month period assumes an entry-on-duty date January 1, 2018. Salary calculations are based on three quarters of the annual salary for the described grades as of January 2017 for an employee in Washington, D.C. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment for 4 for further details.

$$\begin{aligned} \text{GS 9/1} & \dots \$54,972 \times 5 = \$274,860 \times .75 = \$206,145 \\ \text{GS 11/1} & \dots \$66,510 \times 10 = \$665,100 \times .75 = \$498,825 \\ \text{Total} & \dots \$206,145 + \$498,825 = \$704,970 + 35\% = \$951,710 \end{aligned}$$

E (FY19) Assumes new hires will be onboard for the entire fiscal year. Salary calculations are based on the annual salary for the described grades as of January 2017 for an employee in Washington, D.C., plus grade

increases for the FY18 new hires. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment 4 for further details.

GS 9/1	\$274,860 + \$57,690 = \$332,550
GS 11/1	\$665,100 + \$132,100 = \$797,200
Total	\$332,550 + \$797,200 = \$1,129,750 + 35% = \$1,525,163

F (FY18) Payroll Savings for # VERA/VSIP Targeted Positions

$\$97,863,134 - \$0 - \$0 - \$92,302,143 - \$951,710 = \$4,609,281$

F (FY19) Payroll Savings for # VERA/VSIP Targeted Positions

$\$97,906,351 - 0 - 0 - \$92,302,143 - \$1,525,163 = \$4,079,045$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$\$7,000 \times 603 \text{ on-boards} = \$4,221,000$

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$\$7,000 \times 30 = \$210,000$
 $\$4,221,000 - \$210,000 = \$4,011,000$

I (FY18). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access. Cost for 9 months is \$5,250.

$\$5,250 \times 15 = \$78,750$

I (FY19). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted new hires.

$\$7,000 \times 15 = \$105,000$

J (FY18) WCF Savings for # VERA/VSIP Targeted Positions

$\$4,221,000 - \$4,011,000 - \$78,750 = \$131,250$

J (FY19) WCF Savings for # VERA/VSIP Targeted Positions

$\$4,221,000 - \$4,011,000 - \$105,000 = \$105,000$

FY18 Projected Savings with VERA/VSIP

$\$4,609,281 + \$131,250 = \$4,740,531$

FY19 Projected Savings with VERA/VSIP

$\$4,079,045 + \$105,000 = \$4,184,045$

XIV. Region 1

Business Case

Region 1 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts/goals in three areas: consolidate/reduce administrative support; reduce/restructure highly graded positions; and restructure positions to focus on technical and programmatic priorities and core business functions.

Region 1 employs 567 non-term employees. Currently, 137 (24%) of our workforce is eligible for a Regular Retirement, and 201 (36%) of our workforce is eligible for an Early Retirement. While we have made good progress in shaping a workforce to meet our mission's objectives, the region's continued low attrition ranging from 3% to 4% per year has slowed our efforts to restructure the workforce and achieve efficiencies. Using a strategic but narrow approach to identifying eligible positions in each Division, we believe that VERA/VSIP can accelerate our workforce restructuring goals. Region 1 senior leaders have determined that offering VSIP in conjunction with VERA will increase our ability to meet these goals.

Region 1 will offer a total of 36 VERA/VSIP opportunities to 112 positions which are eligible for either a Regular Retirement or an Early Retirement. Region 1 will not be offering VSIP to employees not currently eligible for Regular Retirement or an Early Retirement, as management has determined, with our narrow approach, the skill sets and positions established are needed to support mission objectives. The estimate of total number of employees in the region to take an early retirement is seven. Administrative and Support Functions: As the region adopts new technologies, employs Lean principles to our operations, and centralizes certain functions, our administrative and support needs continue to change. In the case of the VERA/VSIP opportunities offered to administrative and support functions, the remaining work will be pooled or absorbed with existing positions, or restructured into lower graded, part-time positions.

Region 1 will offer a maximum of 5 VERA/VSIP opportunities to 9 individuals/positions in the Boston, Massachusetts location.

Reduce and/or Restructure Highly Graded Positions: Region 1 plans to reduce the number of high graded technical experts and senior policy advisors to better reflect the current priority work. For emerging priority needs, the region will work with our SSC to restructure technical expert positions and senior policy advisors consistent with classification standards used across the agency. In instances where the position is eliminated, remaining work will be redistributed to grade appropriate positions, or the position may be reclassified at a lower grade level and considered for reassignment. To support a greater balance of grade levels across the region we may consider entry-level hiring for positions needing new skill sets or expertise not readily available within the region.

Region 1 will offer a maximum of 12 VERA/VSIP opportunities to 27 individuals/positions: 3 VERA/VSIP opportunities to employees in Chelmsford, MA; and 9 VERA/VSIP opportunities to employees in Boston, Massachusetts location.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP	
36 of Targeted Positions for VSIP x \$25,000	\$ 900,000
Annual Leave Pay Out for 36 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 665,219
Total Maximum Direct Costs	\$ 1,565,219

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	93,872,740 *	96,233,640
B. VERA/ VSIP Payout Cost	900,000	
C. Leave Payout Cost	665,219**	
D. Post VERA/VSIP Annual Payroll Cost	88,301,517***	90,662,416
E. Payroll for # New Hires	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	4,006,004	5,571,223
G. Pre-VERA/VSIP Annual WCF Cost	2,774,000	
H. Post VERA/VSIP Annual WCF Cost	2,630,000	
I. WCF for # New Hires	0	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	144,000****	
Projected Savings with VERA/VSIP (F + J)	4,150,004	5,571,223

XV. Region 2

Business Case

Region 2 proposes to extend a maximum of 30 VERA/VSIP offers, up to 27 to employees with a New York, NY duty station and up to three to employees with an Edison, NJ duty station. These fall into three of the six major themes identified by the agency.

- Consolidate and streamline functions/activities/reduce number of programs. Consolidate or Reduce Administrative or Support Functions. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Absent a VERA/VSIP, we would anticipate no involuntary actions of an adverse nature; some employees would need to be reassigned. We do not anticipate undertaking a reorganization following the implementation of this VERA/VSIP proposal. Therefore, we are providing a single set of organization charts. The theme-based paragraphs above convey a sense of how the region would operate with certain positions eliminated and others filled at lower grades, different series, or with a different set of programmatic responsibilities. We anticipate that personnel actions as a result of VERA/VSIP implementation would include a modest number of reassignments, details, and merit promotions. We may also proceed with external hires at the entry level based on feasibility and degree of need.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 750,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions} *	\$ 506,928
Total Maximum Direct Costs	\$ 1,256,928

Table B – Estimated Savings for FY 2018 through FY 2019		
	<i>FY 2018 Estimate</i>	<i>FY 2019 Estimate</i>
A. Pre-VERA/VSIP Annual Payroll Cost*	\$ 122,506,481	\$ 125,262,877
B. VERA/ VSIP Payout Cost	\$ 750,000	\$ -
C. Leave Payout Cost	\$ 506,928	\$ -
D. Post VERA/VSIP Annual Payroll Cost	\$ 118,030,977	\$ 120,675,485
E. Payroll for # New Hires **	\$ 577,588.44	\$ 1,155,177
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 2,640,988	\$ 3,432,215
G. Pre-VERA/VSIP Annual WCF Cost ***	\$ 3,887,000	\$ 3,887,000
H. Post VERA/VSIP Annual WCF Cost ***	\$ 3,767,000	\$ 3,767,000
I. WCF for # New Hires	\$ 60,000	\$ 60,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 60,000	\$ 60,000
Projected Savings with VERA/VSIP (F + J)	\$ 2,700,988	\$ 3,492,215

XVI. Region 3

Business Case

Region 3 is requesting VERA/VSIP authority to increase its flexibility in implementing efficiency measures by eliminating positions, restructuring positions and reassigning staff to priority programs. The region is currently at FTE ceiling. The current attrition rate of 3-4% annually, would not allow the region to pursue the efficiency measures without VERA/VSIP incentives. To achieve the reductions needed to implement the efficiency measures, VERA/VSIP will be offered to employees in most job series and grades within targeted levels. The region is not proposing to reorganize as a result of VERA/VSIP however it is anticipated that reassignments and limited merit promotion actions will be required as a result of the VERA/VSIP. Future reorganizations would be based on outcomes from new initiatives and policy directions and the response to VERA/VSIP. The region is proposing the following actions to increase efficiency and effectiveness of agency programs and regional operations:

1. Delayering.

On average, the supervisor to staff ratio in the region is 1:8. The ratios vary widely by Divisions and there are opportunities to reorganize functions in order eliminate supervisory positions and decrease supervisory layers. In addition, an increased focus on scientific positions has reduced the need for Supervisory Environmental Protection Specialists.

2. Consolidate or reduce administrative functions.

Improvements in technology and decreased dependence on paper has made many traditional administrative and clerical functions obsolete. By offering VERA/VSIP to all grades in the administrative and clerical series, these support functions can be consolidated.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

The region has over 85 non-supervisory GS-14/15 positions. Offering VERA/VSIP to all eligible staff in this population will help reduce the number of GS-14 and 15 employees. Remaining non-supervisory GS-14/15s can be reassigned to vacated supervisory positions where suitable.

Forty percent of the region is a GS-13. While there is a need to maintain higher graded staff to provide leadership and subject matter expertise to programs, the region is weighted heavily in higher grades. Through attrition gained by VERA/VSIP, the region will restructure functions and reassign work to the existing positions. The region has over 100 entry level interdisciplinary scientists at the GS-07/09/11/12 level who can be reassigned to new functions to backfill critical areas. These entry level staff will benefit from cross training early in their career and build the capability of the next generation of agency leaders. The region does not anticipate backfilling any of the positions with external candidates, though there may be opportunities for reassignments and merit promotion actions within the existing workforce.

Commented [SM6]: 11 & 12 are not "entry-level grades, so I deleted them

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. These functions are filled by staff in a range of positions, series and grades. By offering VERA/VSIP widely, staff remaining in these functions can be shifted to new program requirements.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 3,975,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the GS-13/6 x 240 x 159 of Targeted Positions}	\$ 2,175,120
Total Maximum Direct Costs	\$ 6,150,120

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$116,497,924	116,497,923
B. VERA/ VSIP Payout Cost*	-\$ 3,975,000	\$0
C. Leave Payout Cost*	-\$ 2,175,120	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$111,000,434	\$111,000,434
E. Payroll for # New Hires**	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions*** (F = A – B – C – D - E)	\$11,647,610	\$5,497,490
G. Pre-VERA/VSIP Annual WCF Cost	\$1,257,660	\$1,257,660
H. Post VERA/VSIP Annual WCF Cost	\$1,205,055	\$1,205,055
I. WCF for # New Hires	0	0
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$52,605	\$52,605
Projected Savings with VERA/VSIP (F + J)	\$11,700,215	\$5,550,095

Assumptions:

*No payroll will be expended in FY'18 to support Voluntary Incentive Payments or Leave payouts.

**No external vacancies will be created as a result of eliminating 35 positions through VERA/VSIP.

***Payroll savings estimate is based on the elimination of 35 positions at the GS-13/6 level in the Philadelphia locality with a 32% benefit rate (\$157, 014/employee).

XVII. Region 4

Business Case

As Region 4 continues to acquire the skills needed to perform current and emerging technical, analytical and programmatic work of the organization, we will need skill sets that are multidisciplinary, highly analytical, creative, and flexible. Building on our FY 2014 VERA/VSIP efforts in restructuring the workforce to create a higher-performing organization, we will utilize these authorities to continue to focus on optimizing our workforce in support of the agency's and region's mission critical priorities. The VERA and VSIP authorities will allow region 4 to continue to garner efficiencies and better serve customers. Region 4 will align grade levels and restructure the workforce to recruit new skills and competencies in support of evolving agency needs and mission critical core programs; and, meet technical, operational, financial, and programmatic challenges facing the organization. This will include providing training and assistance to our state counterparts and addressing critical infrastructure needs within the region, in addition to, increasing the number of employees trained and working in core program areas (i.e., biological sciences, environmental engineering, physical sciences, and project management) while reducing certain administrative/clerical series and other functions related to non-core program work.

Region 4 will reduce positions which are obsolete and/or do not provide optimum flexibility in staffing environmental programs, technical, mission support, information and operations positions. Readjusting priorities, we will have the opportunity to recruit skills to meet emerging technical and programmatic needs. In consolidating position functions into other technical positions, we will improve flexibility and

increase efficiency of core mission functions. We will reshape the workforce where the demand for specific skills is no longer there, place expertise in needed areas; and, recruit at lower grades where gaps are identified.

Region 4 has been a leader in working with state and private partners to develop tools to increase the capacity of state and local governments to adopt and implement more efficient policies, practices and incentives. In continuing cooperative federalism, we intend to take advantage of the efficiencies created by those tools, including technology, information and collaborative problem solving. Our partnership with states and tribes will allow us to focus efforts to realign resources, streamline and merge functions across the organization, reduce redundancies and subsequently strengthen our support of state and tribal functions.

Region 4 continues to evaluate opportunities for consolidation or realigning resources for compliance and enforcement activities. The region has identified opportunities to achieve near term workforce reductions to achieve a more efficient and focused enforcement and compliance program. Region 4 will capitalize on workforce reductions to create more efficiencies by aligning with the agency's strategic direction and support efforts to manage shortfalls in extramural funding experienced over the past few years. Priorities will be realigned with personnel focusing efforts on addressing high risk sites and on economic redevelopment possibilities. The region will continue to reallocate resources to achieve completion of site clean ups through fund lead or enforcement lead work. As a result, it is anticipated that the efforts will lead to program efficiencies and further streamline program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals.

As positions are vacated, Region 4 will review to determine appropriate restructuring. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties and grade level(s) appropriate for the scope of work performed. In some cases, the duties of a vacated position may be reassigned to another position.

The aforementioned efforts will facilitate strategic workforce planning to ensure mission critical positions are filled and hiring priorities are adjusted to correct any anticipated significant competency gaps within the organization.

Budget Information

Table A – Direct Costs for VERA/VSIP	
26 of Targeted Positions for VSIP x \$25,000	\$ 650,000
Annual Leave Pay Out for 26 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 320 x 26 Targeted Positions}	\$ 400,563
Total Maximum Direct Costs	\$1,050,563

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$129,607,885	\$133,359,037

B. VERA/ VSIP Payout Cost	\$650,000	
C. Leave Payout Cost	\$400,563	
D. Post VERA/VSIP Annual Payroll Cost	\$125,967,885	\$129,613,687
E. Payroll for 15 New Hires	\$884,820	\$1,813,881
F. Payroll Savings for 26 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,704,617	\$1,931,469
G. Pre-VERA/VSIP Annual WCF Cost	\$4,059,000	\$4,059,000
H. Post VERA/VSIP Annual WCF Cost	\$3,942,000	\$3,942,000
I. WCF for 15 New Hires	\$33,750	\$67,500
J. WCF Savings for 26 VERA/VSIP Targeted Positions (J = G – H – I)	\$83,250	\$49,500
Projected Savings with VERA/VSIP (F + J)	\$1,787,867	\$1,980,969

XVIII. Region 5

Business Case

Both the VERA and VSIP opportunities will be offered to a maximum of 79 employees in targeted occupations, and grade levels located within EPA Region 5. Region 5 will target 182 positions and a maximum of 79 offers will be made. Decisions on who receives VERA and VSIP will be prioritized based upon the employee's permanent official position of record, occupational series, and grade level. ~~Decisions about who receives VERA and VSIP will be prioritized based upon the employee's official Service Computation Date LEAVE, with precedence given to those with the highest years of combined service at the EPA should two or more applicants within a VERA and VSIP eligible category have the same Service Computation Date LEAVE.~~

Our shifting mission requirements and need for efficiencies require the region to reduce, rebalance, and restructure our workforce in a manner not possible through current attrition rates, which have averaged about 4%, without the use of VERA/VSIP. Region 5 is seeking VERA/VSIP authority to focus on ensuring that critical positions and job series are maintained and occupied with employees with the appropriate skills to meet our mission. Opportunities to gain efficiencies through consolidation and restructuring to increase the staff to supervisory ratio while rebalancing the top-heavy specialist positions into entry-level generalist positions are described in detail below.

Information Required for VERA and VSIP Requests

As part of our planning process, we reviewed our workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reshaping to accommodate shifting priorities in the agency and within the region. In addition to targeting positions that will be eliminated, we plan to use VERA and VSIP to target organizations and/or job series that could provide efficiency opportunities by moving to broader scientist/engineer series by restructuring higher graded specialist positions. This should provide for flexibility in the workforce regardless of budget constraints. We plan to reduce and restructure our workforce through a multi-pronged approach of consolidating duties, reducing branches and sections within most divisions/offices, and addressing the changing nature of workforce skill requirements.

Region 5 has a substantial number of employees eligible for optional retirement and an even higher number of VERA-eligible employees. However, given our low attrition rate and the fact that many of

our optional retirement-eligible employees have continued to work years beyond retirement eligibility, we are requesting authority to offer VERA with VSIP to supplement our number in order to reach our goal of 79 voluntary separations.

Offering VERA with VSIP is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and gain the skillsets needed to meet current and future mission needs.

VERA Specific Information

Region 5 employs 1,075 permanent employees.

There are 244 employees currently eligible for retirement, with an additional 42 becoming eligible by the end of this calendar year. There are 278 employees eligible for VERA under the plan, with an additional 3 becoming eligible by the end of the calendar year.

The estimate of the total number of employees in the agency/organization who are expected to take early retirement is nine (9).

As a result of the agency's need for VERA, Region 5 anticipates the following personnel actions may be necessary:

- Directed reassignments
- Details
- Temporary promotions
- Voluntary separations
- Abolish and/or reclassify positions

Budget Information

The estimated direct maximum costs associated with VERA and VSIP is \$3,227,877. Table A provides details of the direct costs associated with VERA and VSIP. Savings projected through FY 2019 as a result of the VERA and VSIP are estimated to be nearly \$12 million. Table B provides the detailed calculations of the savings achieved in FY 2018 and FY 2019. The savings will be used to meet Region 5's ongoing program goals and responsibilities.

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 4)	
79 Targeted Positions for VSIP X \$25,000 (maximum cash buy-out)	\$1,975,000
Annual Leave Buyout for 79 Targeted Positions for VERA, Optional Retirement or Resignation (\$49.56 per hour X 320 hours X 79)	\$1,252,877
Total Maximum Direct Costs	\$3,227,877

Table B - Estimated Savings for FY 2018 through FY 2019		
	Estimated FY 2018 Savings	Estimated FY 2019 Savings

A. Total Annual Payroll Costs (before VERA/VSIP)	\$152,765,000	\$152,765,000
B. VSIP Buyout (\$25,000 X 79)	\$1,975,000	\$0
C. Leave Payout Estimate (presumes 320 hours at GS-12 Step 10 salary \$49.56/hour)	\$1,252,877	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$141,385,050	\$141,385,050
E. Payroll for New Hires	\$0	\$0
F. Payroll Savings (F = A – B – C – D – E)	\$8,152,073	\$11,379,950
G. Pre-VERA/VSIP Annual WCF Cost	-	-
H. Post VERA/VSIP Annual WCF Cost	-	-
J. Working Capital Fund Savings*	\$316,000	\$316,000
Total Projected Savings with VERA/VSIP (F + J)	\$8,468,073	\$11,695,950

XIX. Region 6

Business Case

Region 6 proposes a broad VERA/VSIP offering to over 200 of our current on-board employees in anticipation of a restructuring of organizational components, consolidation of functions, and delayering of management to achieve both near-term workforce reductions and to establish a more efficient organization better aligned to accomplish the agency's strategic direction. Region 6 identified 147 maximum offers that will be made under the VERA/VSIP program, and will extend those offers to employees in all job series and grades within targeted levels, consistent with our goal of fully utilizing the VERA/VSIP programs to reshape our organization. Region 6 is proposing the following actions to increase efficiency and effectiveness of agency core environmental programs and regional operations:

1. Delayering.

Region 6 has identified opportunities to organize our functions and organizations in order to eliminate supervisory positions and decrease supervisory layers. Organizational options to delayer our organization will be identified at the completion of the VERA/VSIP program when a better understanding of vacated positions is known. Therefore, future organizational charts will not be submitted at this time.

2. Consolidate or reduce administrative functions.

As a result of Region 6's use of technology improvements, online collaborative tools and decreased dependence on paper, many traditional administrative and clerical functions are becoming obsolete. By offering VERA/VSIP program to all grades in the administrative and clerical series, these support functions can be more efficient through consolidation and savings can be focused on priority work.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the region. Approximately 47% percent of the region's employees are GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work.

Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

3. Restructure and reduce highly graded supervisory and non-supervisory positions:

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the region. Approximately 47% percent of the region's employees are GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work.

Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

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4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to align our organization and workforce with priority work. These functions are filled by staff in a range of positions, series and grades. By offering the VERA/VSIP program broadly, Region 6 will be able to both direct employees toward new program requirements and invest savings to priority program areas.

5. Restructure to focus on STEM/programmatic priorities

Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to focus on core scientific requirements and programmatic priorities necessary to accomplish the agency's mission. Region 6 intends to focus on STEM disciplines to better align our workforce with the agency priorities related to essential technical work and invest savings in these areas.

6. Consolidate and streamline functions/activities/reduce number of programs

Region 6 has identified opportunities to utilize the VERA/VSIP program to generate savings through consolidation and streamlining our work. By offering the VERA/VSIP program, Region 6 will be able to realize gains in efficiencies, improve integration with state and tribal partners, and invest savings to priority program areas.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP (147) x \$25,000	\$3,675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	147x\$56.96x240 = \$2,009,549
Total Maximum Direct Costs	\$5,684,549

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate*	FY 2019 Estimate*
A. Pre-VERA/VSIP Annual Payroll Cost	\$110,262,130	\$111,364,840
B. VERA/ VSIP Payout Cost	\$3,744,825	\$3,782,273
C. Leave Payout Cost	\$2,047,730	\$2,068,207
D. Post VERA/VSIP Annual Payroll Cost	\$88,822,271	\$89,710,565
E. Payroll for # New Hires (127 in FY 18 GS-9 step 1)	\$6,839,102	\$6,907,493
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$8,808,202	\$8,896,302
G. Pre-VERA/VSIP Annual WCF Cost	\$4,237,002	\$4,279,372
H. Post VERA/VSIP Annual WCF Cost	\$3,413,141	\$3,447,272
I. WCF for # New Hires (127 in FY 18, GS-9 step 1)	\$711,772	\$718,890
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$112,089	\$113,210
Projected Savings with VERA/VSIP (F + J)	\$8,920,291	\$9,009,512

XX. Region 7

Business Case

Region 7's low attrition rate (around 4%) will not generate enough attrition to create a sufficient number of vacancies to rebalance and reshape our workforce. In order to avoid the use of more drastic authorities, Region 7 would like to utilize VERA and VSIP to reduce the level of full time employee equivalents.

Targeting decisions were made by senior managers based on the specific mission needs required to reshape the Region 7 workforce with new skills and competencies. Through attrition gained by VERA and VSIP, we expect fewer higher graded positions and the most complex work (i.e., GS-13 level and above) will be reassigned to remaining higher graded positions in order to concentrate this work into fewer positions. In addition to creating more workforce balance between higher and lower graded positions, our restructuring is expected to introduce enhanced integration of multimedia approaches and advanced technology skills to more efficiently and effectively implement program objectives.

Region 7 will offer a total of 45 VERA/VSIP opportunities up to 168 non-SES positions which are eligible for either a regular retirement or an early retirement. The following occupational series are not the focus for VERA/VSIP in Region 7: SES, GS-510, GS-511, GS-1102, GS-1109, GS-2210 as well as Phased Retirees. Region 7 will not be offering VSIP to employees not currently eligible for regular retirement or an early retirement. As with other federal workforce restructuring authorities, the agency has the ability to reassign employees to minimize the impact of its restructuring efforts.

Region 7 will use these authorities in three focused themes to help transform the workforce:

- Restructure or reduce highly graded supervisory and non-supervisory positions at the GS-13 through GS-15 grade levels, across all divisions and geographic locations within Region 7 to meet our changing mission requirements and move to new models of work. The change in program priorities of the agency and the region has decreased the need for many specialized non-supervisory positions. The work of the non-supervisory positions can be consolidated, eliminated, or redistributed to lower-graded positions.

- Restructure to focus on core business functions in our regional programmatic support positions at the GS-9 through GS-15 grade levels, supervisory and non-supervisory positions, across all divisions within the Kansas and Missouri offices to more efficiently and effectively implement program objectives. Restructuring some of the positions performing these functions could reduce redundancies and promote greater efficiencies.
- Consolidate or reduce administrative or support functions positions at the GS-6 through GS-11 grade levels across all divisions in the Kansas offices to better align with current and projected workload needs. Region 7 may realign administrative support resources and combine functions to capitalize on efficiencies and for enhancing the positions with new skills and competencies. Region 7 will be in a position to pursue additional administrative support consolidation scenarios, or at the very least, will continue to consolidate the administrative support functions into fewer positions.

Region 7's goal is to reduce the overall workforce from 497 permanent employees to 452 permanent employees for FY 2017. VSIP opportunities will be offered to up to 45 employees. The estimate of the total number of employees in Region 7 who are expected to take early retirement is 10.

Specific Region 7 Divisional Plans:

Superfund Division

- 3 Remedial Project Manager positions within 1301 occupational series will be safe positions.
- 1 On Scene Coordinator and 2 Remedial Project Manager (total of 3) positions within 819 occupational series will be safe positions.
- Maximum offers up to 2 RPMs and 2 OSCs.

Budget Information

Table A – Direct Costs for VERA/VSIP	
45 of Targeted Positions for VSIP x \$25,000	\$1,125,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {\$45.16 x 240 x 45 of Targeted Positions}	\$ 488,000
Total Maximum Direct Costs	\$1,613,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$63.00M	\$63.00M
B. VERA/ VSIP Payout Cost	\$1.13M	0
C. Leave Payout Cost	\$.49M	0
D. Post VERA/VSIP Annual Payroll Cost	\$57.20M	\$58.63M
E. Payroll for # New Hires	\$.39M	\$.40M
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$ 3.79M	\$ 3.97M
G. Pre-VERA/VSIP Annual WCF Cost	\$ 2.40M	\$ 2.40M
H. Post VERA/VSIP Annual WCF Cost	\$ 2.22M	\$ 2.23M
I. WCF for # New Hires	\$.01M	\$.01M
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$.17M	\$.16M

Projected Savings with VERA/VSIP (F + J)	\$ 3.96M	\$ 4.13M
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XXI. Region 8

Business Case

As of May 1, 2017, Region 8 employed 525 full-time, permanent employees. Approximately 97 of our employees are retirement eligible and additional 127 employees are eligible for VERA. This VERA/VSIP proposal targets a total of 64 positions and sets forth a maximum total number of 8 VERA/VSIP offers in the Region 8 duty stations of Denver, CO; Laboratory in Golden, CO; Pierre, South Dakota and Butte, Helena and Libby, MT. The estimated total number of employees who will take early retirement is 6. No employees would be involuntarily separated, downgraded or transferred as a result of this proposal. The maximum number of employees who would be involuntarily reassigned is 34. Any reassignments would be the result of consolidation of units through the reduction in the number of supervisory positions. A small number of reassignments or hires could be needed in future fiscal years to fill positions which are restructured as a result of this proposal.

Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below positions; a decrease in GS-13 and above positions; and a significant shift away from support positions. The region's intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited number of higher graded positions. VERA and/or VSIP will be offered to eligible employees where opportunities exist to achieve these reshaping goals.

Region 8 will use both the VERA/VSIP authorities to make near-term workforce adjustments. The region will offer VERA and/or VSIP to all eligible employees in the following categories:

- All non-supervisory GS-14 and GS-15s except attorneys, public affairs specialists, and toxicologists in order to restructure and consolidate highly graded non-supervisory positions. A maximum of 2 VERA or VSIP offers will be made in this category. Through attrition gained by VERA/VSIP, the region will reassign the most complex work (i.e., GS-14 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11/12/13 positions.
- All supervisory GS-14 and GS-15 supervisory environmental protection specialists in order to restructure supervisory positions. A maximum of 4 VERA or VSIP offers will be made in this category. Offers will only be accepted on a case-by-case basis. Where possible, the region will take the opportunity to consolidate units in order to improve supervisory to staff ratios. If this is not possible, due to staff size or the nature of the work of the unit, the region will restructure these positions to one of the professional series, such as physical scientist or environmental engineer. Offers will not be made in situations where neither unit nor position restructuring is possible.
- All administrative officers and environmental protection assistants in order to consolidate administrative functions. A maximum of 2 VERA or VSIP offers will be made from this category. Work will be reassigned to existing administrative staff or eliminated, as appropriate.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 1)	
Targeted Positions for VSIP X \$25,000 (maximum cash buy-out) ¹	\$200,000
Annual Leave Buyout for 8 Targeted Positions for VERA, Optional Retirement or Resignation	\$175,181 ²
Total Maximum Direct Costs	\$375,181

Table B - Estimated Savings for FY 2018 through FY 2020				
	FY 2017 Payroll	Estimated FY 2018 Savings ³	Estimated FY 2019 Savings	Estimated FY 2020 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)*	\$76,360,459	\$78,956,715	\$80,930,632	\$82,953,898
B. Payroll Savings (Payroll for 8 VERA/VSIP targeted positions with 9/30/17 Buyout Date with 0% of year remaining in 2017) ⁴	\$0	(\$1,554,474) ⁵	(\$1,593,335)	(\$1,633,169)
C. Working Capital Fund Savings	\$0	(\$33,088)	(\$33,915)	(\$34,763)
D. VSIP Buyout (\$25,000 X 8)	\$200,000	\$0	\$0	\$0
E. Leave Payout Estimate (presumes 320 hours at GS 14/10 average salary)	\$175,181	\$0	\$0	\$0
F. Total Costs (A+B+C+D+E)	\$76,735,640	\$77,369,153	\$79,303,382	\$81,285,966
G. Total Projected Savings with VERA/VSIP (A-F)	(\$375,181)	\$1,587,562	\$1,627,250	\$1,667,932

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XXII. Region 9

Business Case

For specific organizations and designated positions located in San Francisco, CA, Region 9 will use the VERA/VSIP authorities to decrease the number of supervisory positions, reduce highly-graded non-supervisory positions, and streamline administrative support, STEM and other administrative and

¹ Maximum of 8 positions

² Assumes 320 hours of leave at the GS-14 Step 10 level for 8 positions

³ Payroll costs are assumed to increase 3.4% in FY18 and 2.5% in FY19 and FY20.

⁴ Reimbursable and special accounts are excluded.

⁵ Savings estimates are based on 8 GS-14 Step 10 positions due to the predominant grade levels of the positions being offered.

program operations by consolidating, reducing and restructuring positions to achieve workforce reductions in the following areas.

VERA & VSIP Categories and Specific Positions

For positions located in San Francisco, CA, the following categories and specific positions are included in Region 9's VERA/VSIP request.

Delaying (increasing supervisor-to-staff ratio): Pending the completion of a regional review of all supervisory positions, we will achieve workforce reductions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape the Public Affairs Office by one Supervisory Public Affairs Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.
- Environmental Management Division: Reduce and reshape the Infrastructure Services Branch by one Supervisory Information Technology Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.

Consolidate or reduce administrative or support functions: To improve administrative support functions through consolidation, we will reduce and reshape positions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape administrative support positions within the Immediate Office by one Administrative Specialist position.
- Air Division: Reduce and reshape the administrative support team by one Secretary position.
- Water Division: Reduce and reshape the administrative support team by three Environmental Protection Assistant positions including one position at the GS-7 level and two positions at GS-8 level.

Restructure or reduce highly-graded non-supervisory positions: Reduce and reshape highly-graded non-supervisory positions in the following organizations.

- Enforcement Division. Reduce and reshape two non-supervisory Environmental Protection Specialist positions including one GS-14 position and one GS-15 position. These positions will be restructured to lower-graded positions aligned to the agency's program priorities.
- Superfund Division. Reduce and restructure one non-supervisory Environmental Scientist (On-Scene Coordinator) position in the Emergency Response Section with promotion potential limited to the GS-13 level.

Restructure to focus on STEM/programmatic priorities: Reduce and reshape STEM and program specialist positions to align with new environmental program priorities in the following organizations.

- Enforcement Division. Reduce and reshape positions to establish a more efficient and effective Federal enforcement and compliance program aligned with the agency's strategic direction across all program job series including:
 - Environmental Protection Specialist positions including one GS-12 and four GS-13 graded positions. The reductions will be used to reassign staff to new program priorities. STEM positions including two Environmental Engineer positions and two Environmental Scientist positions. The reductions will be used to reassign staff to new program priorities.

- Superfund Division. Reduce and reshape positions to establish a more efficient and effective emergency and remedial response programs to meet new program directions including:
 - Restructuring one On-Scene Coordinator position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reduction will allow us to reassign staff to align with program activities. Restructuring one Remedial Project Manager position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reductions will be used to reassign staff to align with program activities.
- Environmental Management Division. Reduce and reshape the environmental management system program within the Infrastructure Branch by one Environmental Scientist, GS-13 position. The reduction will be used to reshape and realign program activities within the region.

Consolidate and streamline functions/activities

- Office of Regional Counsel: Reduce two non-supervisory Attorney-Advisor positions including one position at the GS-14 level and one position at the GS-15 level to realign staffing with program activities.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Post-VERA/VSIP Operations

The VERA/VSIP plan includes a plan to reorganize the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division. Using VERA/VSIP, we have identified two supervisory positions and twenty-two non-supervisory positions across the region. The number of positions scheduled for voluntary separation represents a 3% reduction of the region's workforce. The VERA/VSIP plan identifies the minimum number of positions needed to achieve near term workforce reductions without compromising program commitments.

Following the conclusion of the VERA/VSIP separations, a reorganization plan to restructure the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division will be finalized for implementation. Additionally, the region will assess the workforce separations and implement streamlining plans to consolidate administrative support services, reduce work in non-priority areas, and reassign personnel, as necessary, to perform agency program objectives.

We anticipate processing the following personnel actions to implement restructuring plans

- Directed Reassignments to balance supervisor-to-staff ratios among remaining supervisors
- Directed Reassignments to realign position assignments to program priorities
- Details
- Abolish no longer needed supervisory or higher-graded positions

Use of VERA and VSIP

The two programs will be used to gain voluntary separations from positions that have been identified for reshaping to gain program efficiencies in the following workforce areas:

- Improving the supervisor-to-staff ratio in designated organizations;
- Consolidating and restructuring of administrative support positions; and
- Restructuring STEM and non-STEM administrative and program positions to align with the agency's program priorities.

VERA Information

Region 9 employs 736 permanent employees of whom 208 are eligible for VERA.

The FY17 Region 9 workforce reduction plan targets 24 positions, which includes 168 permanent employees of whom 45 are eligible for VERA.

The total number of employees in the agency/organization who are expected to take early retirement is estimated to be 6.

Budget Information

Table A – Direct Costs for VERA/VSIP	
24 Targeted Positions for VSIP x \$25,000	\$600,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 24 Targeted Positions} note: (A)	\$313,326
Total Maximum Direct Costs	\$913,326

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost note: (B)	\$114,278,730	\$115,135,821
B. VERA/ VSIP Payout Cost	\$600,000	\$0
C. Leave Payout Cost	\$313,326	\$0
D. Post VERA/VSIP Annual Payroll Cost note: (C), (D)	\$110,242,607	\$111,069,431
E. Payroll for # New Hires	none	none
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$3,122,797	\$4,066,390
G. Pre-VERA/VSIP Annual WCF Cost note: (E)	\$4,420,981	\$4,487,295
H. Post VERA/VSIP Annual WCF Cost	\$4,302,835	\$4,367,377
I. WCF for # New Hires	none	none
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$118,146	\$119,918
Projected Savings with VERA/VSIP (F + J)	\$3,240,943	\$4,186,308

Notes:

- (A) Based on [[HYPERLINK "https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/SF.pdf"](https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/SF.pdf)], all grades at step 10.
- (B) Using PPE 4/29/17, based on same pre-VERA/VSIP FTE level, assume 1.5% COLA increase in FY18, 1% COLA increase in FY19.
- (C) Based on all grades at step 10, assume 30% benefits and 1.5% COLA increase for ¾ of FY18.
- (D) Based on all grades at step 10, assume 30% benefits and 1% COLA increase for ¾ of FY19.
- (E) Using FY17 WCF level, assume 1.5% increase in WCF in FY18 and FY19.

XXIII. Region 10

Business Case

Region 10 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts in four areas:

- Restructure to focus on STEM/programmatic priorities;
- Consolidate and streamline functions/activities/reduce the number of programs;
- Restructure or reduce highly-graded supervisory or non-supervisory positions; and
- Consolidate or reduce administrative or support functions.

Region 10 employs 544 non-term employees (including part-time employees). Currently, 118 (22%) of Region 10's workforce is eligible for a Regular Retirement, and 125 (23%) are eligible for an Early Retirement. Region 10 estimates this proposal will achieve greater results and accelerate efficiencies by building on the successful VERA/VSIP processes in FY14 and FY15 in which 53 people (nearly 10% of the workforce) separated. Using a strategic focused approach to identify eligible positions in each Office, the region believes that VERA/VSIP can accelerate its continuing progress on workforce restructuring goals. Region 10 estimates that offering VSIP in conjunction with VERA will increase the region's ability to meet these goals. Region 10 does not plan to offer VSIP to employees not currently eligible for Regular Retirement or Early Retirement, as management has determined that approach will not enable the organization to preserve key skill sets and positions supporting mission objectives. The estimate of the total number of employees in Region 10 who are expected to take early retirement is 10. Conceivably, not all employees interested in applying for a VERA/VSIP will receive an offer, as more employees may be interested than offers extended.

Absent a VERA/VSIP, Region 10 anticipates no involuntary actions of an adverse nature, although some employees may need to be reassigned. Region 10's implemented of a significant reorganization in 2016 and does not anticipate undertaking additional reorganization following the implementation of this VERA/VSIP proposal. The theme-based paragraphs below convey a sense of how the region would operate with certain positions restructured, eliminated, or reclassified with a different set of programmatic responsibilities and technical skill sets.

All of the region's offers would be made to individuals holding positions targeted for restructuring or elimination. The region would need to undertake a small number of personnel actions (such as reassignments and/or merit promotions) once those accepting offers have departed to fully implement this plan.

Region 10 proposes to extend a maximum of nineteen VERA/VSIP offers among incumbents of 41 targeted positions which are eligible for either regular or early retirement. An additional 37 targeted positions are occupied by individuals not eligible for either regular or early retirement, and Region 10 does not plan to extend any VSIP offers to them. Duty stations are primarily in Seattle, but also in Richland, WA and Portland, OR. These nineteen planned offers fall into four of the six major themes identified by the agency. Assuming the offers are accepted and positions vacated, the region plans to restructure or eliminate these positions as described in the targeted position spreadsheet.

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Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP 19 x \$25,000	\$ 475,000
Annual Leave Pay Out for 19 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 19 of Targeted Positions}	\$ 224,640
Total Maximum Direct Costs	\$ 699,640

Table B – Estimated Savings for FY 2018 through FY 2019			
	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	75,360,000	75,360,000	75,360,000
B. VERA/ VSIP Payout Cost	475,000		
C. Leave Payout Cost	224,640		
D. Post VERA/VSIP Annual Payroll Cost (less 19 FTE's average cost)	75,360,000	72,517,928	72,517,928
E. Payroll for # New Hires (assume 17 FTE's external to Region 10 by mid-year in FY 18)		1,259,487	2,518,974
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	(699,640)	1,582,585	323,098
G. Pre-VERA/VSIP Annual WCF Cost	2,168,900	2,168,900	2,168,900
H. Post VERA/VSIP Annual WCF Cost	2,168,000	2,091,000	2,091,000
I. WCF for # New Hires (assumes half of WCF costs mid-year in FY 18 - \$2,050 * 17 and full costs \$4,100 * 17 in FY 19)		34,850	69,700
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	2,168,900	43,050	8,200
Projected Savings with VERA/VSIP	(699,640)	1,625,635	331,298

MEMORANDUM OF UNDERSTANDING
Between the U.S. Environmental Protection Agency and the [Union(s)]

This Memorandum of Understanding (MOU) is entered into by the United States Environmental Protection Agency (EPA) and [Union(s)] for the purpose of facilitating the EPA's Voluntary Separation Incentive Payments ("VSIPs" or "buy-out") and Voluntary Early Retirement Authority ("VERA" or "early-out") offerings.

TERMS OF UNDERSTANDING

1. This MOU applies to all [Union(s)] bargaining unit members.
2. The parties understand that the procedures set forth in this memorandum apply if and when the Agency receives approval from OPM and OMB of Agency requests for VERA/VSIP offerings. The parties further understand that any information provided to employees prior to any such approval is subject to change.
3. In order to facilitate the opportunity for long-term planning, the Agency, to the extent feasible, will endeavor to provide employees with information regarding potential positions that may be included in a VERA/VSIP offering, prior to final approval of OPM/OMB approval.
4. After OPM/OMB approval and prior to the beginning of the application period, each geographical location and/or organizational unit (as appropriate) that is conducting a VERA/VSIP offering will notify all [Union(s)] employees via email or in writing, about which job series and positions are eligible for the VERA/VSIP offering. The notice will include the number of VERA/VSIP offers available for each eligible job series and position and any other factors impacting eligibility. Such notice will also include the dates of the application period, projected date that applicants will be informed they have been selected for a VERA/VSIP offer, deadline for employees to withdraw their application, and the final date of separation for employees accepting a VERA/VSIP offer.
5. The Parties agree that the application period for the VERA/VSIP offering will generally be no less than thirty (30) calendar days from the final date of separation, unless the Agency determines that the thirty (30) calendar day application period is not feasible. The application deadline will generally be at least fourteen (14) days prior to the final date of separation. If the timeframes in this section are not feasible, the parties will work together to implement an abbreviated application period.
6. Applicants are authorized to use government equipment to prepare and submit applications for the VERA/VSIP offering. Subject to the

Agency's operational needs, the Agency will authorize a reasonable amount of duty time for employees to review the VERA/VSIP application and corresponding materials.

7. Applications will be accepted via the electronic application system only. Employees will generally receive an electronic notice of receipt within an hour of submitting their application. If upon review an application is found to be incomplete, the applicant will be contacted via either email or telephone if additional information is needed. To the extent feasible, applicants may receive consideration even if their application is incomplete.
8. The parties agree that employees accepting the VERA/VSIP offering must separate from the Agency no later than the final date of separation for the given VERA/VSIP offering as designated by the Agency. The parties also agree that, in accordance with 5 CFR § 576.103, 5 CFR § 842.213, and any other applicable law or regulation, employees on military duty who would otherwise be eligible for a VERA/VSIP offer will have 30 days following their return to the Agency to either accept or reject an offer.
9. The parties agree that employees may withdraw their application or separation paperwork at least one day before the final date of separation or before they actually separate, whichever comes first, by written notification to their servicing Shared Services Center.
10. At the Agency's exclusive discretion and option, the Agency will consider seeking authorization for additional VERA/VSIP offers if there are more eligible applicants, who have submitted their applications by the application deadline, than there are available offers under the relevant grade, occupational series, geographic location, etc. authorization (the offering is oversubscribed).
11. The parties agree that if there are more eligible applicants than available VERA/VSIP offers under the relevant OPM authorization (the offering is oversubscribed), offers shall be granted first to the most senior employee, as determined by the Service Computation Date (SCD) – Leave, who has submitted his or her application by the application deadline. If two or more eligible applicants submit their application by the application deadline and have the same SCD – Leave, the offer shall be granted to the most senior employee, as determined by the Entry on Duty (EOD) date – EPA years of service. If two or more eligible applicants submit their application by the application deadline and have the same SCD – Leave and EOD date – EPA years of service, the offer

shall be granted to the employee who submitted his or her application first.

12. Applicants will be notified of their selection or non-selection for a VERA/VSIP offer on a continuing basis. Applicants receiving an offer will receive a notice that includes the amount of his or her incentive. Eligible applicants who do not receive an offer because there are more eligible applicants than available VERA/VSIP offers under the relevant OPM authorization (the offering is oversubscribed) will be given the option of being placed on a waitlist. Employees on the waitlist will be notified if and when a VERA/VSIP offer (under their applicable authorization) becomes available on a continuing basis, consistent with Section 9 of this agreement.
13. Employees applying for the VERA/VSIP may request information about their retirement and benefits, including whether or not they will be receiving the \$25,000 incentive pay, a lesser incentive pay or no incentive pay. The Agency will provide a timely response to such requests and provide this information to employees to permit them time for the employee to withdraw their application for the VERA/VSIP. Individual retirement counseling and information will be made available to employees, both at Headquarters and in applicable regions, during the application period.
14. Eligibility, selection, and non-selection determinations for the VERA/VSIP offering will be made without discrimination in regard to political affiliation, Union activity, race, color, religion, national origin, gender, sexual orientation, marital status, age, or non-disqualifying handicapping conditions.
15. The parties agree that this MOU covers all procedures and therefore satisfies all Agency bargaining obligations relating to EPA VERA/VSIP offerings conducted from [(insert date agreement is signed) to – appx. October 31, 2017 – TBD once we hear back from OPM]. By signing this MOU, neither party surrenders any statutory rights.
16. Any reorganization, space move, or other change that may result from a VERA/VSIP offering are considered independent subjects of bargaining, pursuant to applicable midterm bargain procedures and any bargaining requirements associated with these changes will be governed by applicable agreements between the parties, law, rule and regulation.
17. This MOU will become effective upon Agency Head review or on the thirty-first (31st) calendar day after execution, whichever comes first.

18. In signing this MOU, the Agency and Unions agree that they have full authority to execute the agreement, including on behalf of all [Union] locals. This MOU is subject to Agency Head review, which the Agency will make every attempt to expedite.
19. In the event that any provision (section, paragraph, sentence, etc.) of this MOU is held invalid or found to conflict with competent jurisdiction or found to conflict with regulation, rule, or statute by a third party, the remaining provisions of this MOU shall remain in full force and effect. The Parties shall promptly meet and attempt to reach agreement on any provision found invalid.

For the Union:

For the EPA:

**U.S. Environmental Protection Agency
Voluntary Early Retirement and Voluntary
Separation Incentive Payments Authorities
Business Cases and Budget Projections**

EPA Business Cases and Budget Projections

I. Introduction

EPA is seeking to reduce, restructure and reshape its various program and regional offices according to the following themes: delayering to increase supervisor to staff ratio; consolidation or reduction of administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions/activities/reduce number of programs.

If a position is vacated under VERA/VSIP, the organization must restructure the position as follows before refilling the position:

- Change from supervisory to non-supervisory.
- Decrease the grade and/or full performance level (i.e., at least one grade level lower than the current position).
- Change the series of the position.
- Significantly change the duties of the position if the series and grade are to remain the same (i.e., the incumbent who vacated could not be expected to learn how to perform these new duties within a reasonable amount of time. The servicing Human Resources Shared Service Center will determine if the change in duties are significant).

VERA and VSIPs will be offered to all regional offices and program offices except the Office of Inspector General (22 total offices). If the number of applications received exceeds the total number of VSIPs we can offer, approvals will be based first on service computation date for leave, then on entry on duty date (total EPA years of service.) If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first.

II. Office of the Administrator

Business Case

The Office of the Administrator over the course of many years has become one of the most highly graded organizations in the agency. As part of our strategic vision, we will continue to evaluate how well AO's organizational structure and staffing meets the agency's needs; ensuring that AO operates efficiently and effectively. Consequently, AO requests to:

1. Offer the VERA/VSIP to a generally broad segment of the AO workforce. We believe this inclusive approach will allow the majority of AO employees to decide if this is the right time for them to accept the VERA/VSIP rather than management deciding for them by limiting the positions targeted.
2. Restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels. There has been a significant rise in nonsupervisory high-graded GS-14 and GS-15 positions in AO; these positions represent nearly half of our entire staff.
3. At a later date, reshape the workforce to reflect changes in programmatic direction; strengthen technical programmatic expertise with the appropriate skill mix; and maximize administrative support positions.
4. We will conduct ongoing assessments to ensure that AO's organizational structure meets current and future operational needs. Each Associate Administrator and Staff Office Director will continue to discuss their organization's priorities with the Chief of Staff and Deputy Chief of Staff. These structured meetings will specifically discuss how AO will advance the Administrator's priorities for the remainder of FY17 and begin analysis of FY18 conditions as information becomes more available. These discussions will enable refined assessment of the workforce, budget, and efficiencies across AO, as well as set priorities and develop action items AO-wide. Additionally, these discussions will aid in identifying potential savings and synergies to maximize effective utilization of AO's resources.

Information Required for VERA and VSIP Requests

Overall AO has targeted 152 positions out of a total 339 positions (339 does not include political appointees). Of the targeted positions, 110 of the 152 are GS-13 or higher and all are non-supervisory. We intend to offer VERA/VSIP to restructure a maximum of 65 positions in AO. All positions that are offered VERA/VSIP, with the exception of one SL level position which will be eliminated, will be restructured, primarily at a lower grade level. AO will continue to identify opportunities to improve the efficiency and effectiveness of the existing workforce by offering opportunity to train and develop staff through creative approaches using short-term assignments via Skills Marketplace; details through Talent Hub; and opportunities to participate in training and developmental programs. In addition, AO will continue to seek ways to streamline processes; eliminate or modify areas of redundancy and encourage our workforce to join networks to share new methods and resources for performing the day-to-day work in support of the office mission and the Administrator's overall goals.

Finally, each office has developed a plan to maintain office functions while positions are restructured and re-staffed. Their selection of positions to be offered is predicated on their ability to restructure the position and hire employees with new skills (and at lower grade levels to meet future requirements – up to their AO designated FTE ceiling).

Both the VERA and VSIP opportunities will be offered to staff in targeted series in all 12 individual offices within the Office of the Administrator. Targeting decisions were made by senior managers based on the specific mission needs required to reshape the workforce and lower the overall personnel compensation and benefits salary base. This proposal sets a maximum number of VSIPs to be offered for each series in each office. Decisions on who receives VSIPs will be made on the basis of seniority. These offers are based on an understanding that these offices will be allowed to restructure position and staff up to their AO authorized FTE ceiling.

NOTE: Given the pool of available candidates across our offices, if AO does not receive a high percentage of applicants at the GS-15 or GS-14 levels in any particular office, we request the flexibility to increase (or decrease) the offer number in one or more categories, as long as our total reduction does not exceed a total of 65.

VSIP-Specific Information

The targeted position spreadsheet identifies the details of the specific positions to be offered VSIP and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level with only one exception as noted above. The maximum amount of voluntary separation incentive payments to be offered in AO is 65. In AO everyone that is early out (VERA) is VSIP eligible as well. Our organizational charts are attached – AO is not making any changes to its organizational structure at this time. However, we continue to assess potential opportunities to gain greater efficiencies.

VERA-Specific Information

The total number of position with the Office of the Administrator potentially undergoing change is 65. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level except one. AO does not have any employees in the program who will be involuntarily separated, downgraded, transferred, or reassigned as a result of these actions. AO has a total number of 75 employees eligible for early retirement. The estimated total number of employees in the Office of the Administrator who are “likely” to take early retirement is approximately 30, which is about 40% of the total eligible employees.

The Office of the Administrator plans to offer opportunities for temporary assignments with possible reassignments; using Talent Hub to post opportunities for lateral reassignments; and allow offices to recruit, where needed, at the lowest grade level possible for specific skillsets that are not available within the agency. These recruitments will include the restructured positions which will decrease the total number of non-supervisory GS-14/15 positions.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,625,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool \$64.09 x 240 x 65 of Targeted Positions}	\$999,804
Total Maximum Direct Costs	\$2,624,804

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$70,252,000	\$70,252,000
B. VERA/ VSIP Payout Cost	\$1,625,000	
C. Leave Payout Cost	\$999,804	
D. Post VERA/VSIP Annual Payroll Cost	\$61,720,339	\$65,438,323
E. Payroll for # New Hires (GS 7,9,11) \$28.35 x 2080 x 64 of Targeted Positions	\$3,773,952	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,132,905	
G. Pre-VERA/VSIP Annual WCF Cost	\$5,375,245	
H. Post VERA/VSIP Annual WCF Cost	\$5,051,998	
I. WCF for # New Hires	\$317,923	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$5,323	\$5,323
Projected Savings with VERA/VSIP (F + J)	\$2,178,228	\$4,819,000 (A-D+J)

III. Office of Air and Radiation

Business Case

Over time, OAR has taken a number of steps to reshape its administrative workforce, including:

- Reorganizing work units and realigning or eliminating positions in order to consolidate mission support functions;
- Replacing positions performing non-inherently governmental clerical duties with grantees; and
- Offering separation incentives to employees whose positions were identified as redundant or obsolete.

Such incremental efforts, combined with ongoing attrition, have proven effective at realizing improved customer service with fewer positions and a lower cost to payroll. Also, in recent years EPA has adopted new internet-based data systems that require analysts who are skilled in using the full capability of the systems and who must be able to produce and interpret data reports. As the demands of mission support functions have evolved, OAR has found that on-the-job training is not always sufficient to enable employees to use these systems effectively, and that new skills sets are needed.

In the event that EPA determines that OAR will offer new separation incentives, such incentives will be offered to non-SES positions in administrative series, predominantly in the 0300 family, in order to: 1) continue OAR's efforts to realize workforce efficiencies by consolidating and eliminating positions that are no longer mission-critical or that can be done at lower grade levels; and 2) refocus efforts on programmatic priorities.

Our proposal seeks to streamline administrative operations and reduce the number of personnel with obsolete skills. In addition, in certain offices, it is necessary to redirect limited resources from general administrative services to essential programmatic functions required for meeting agency strategic goals, as well as to support new and emerging agency priorities and federal environmental and programmatic mandates.

This VERA/VSIP proposal includes a total of 67 eligible positions and sets forth a maximum total number of 20 VERA/VSIP offers in OAR, as shown in the targeted position spreadsheet.

For any positions vacated by an employee who accepts VERA/VSIP, the office will redistribute mission-critical duties to existing positions to the extent possible. Depending on the availability of FTE in FY2018 and beyond, offices will seek to fill any competency gaps not addressed through redirection of duties by establishing positions and recruiting for skill sets needed for programmatic and mission-critical priorities as permitted by EPA.

How VSIP will be used in conjunction with VERA

About 15% of OAR's workforce is eligible for optional retirement. Combined with employees eligible for early retirement, the total number of VSIP + VERA employees constitute 40% of our workforce. We are requesting authority to offer VSIP/VERA in order to reach the goal of 20 voluntary separations. Offering VSIP/VERA is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and better align the skill sets needed to meet current and future mission needs.

VSIP-Specific Information

The categories of positions that will be offered VSIP are the same as those indicated in the targeted position spreadsheet. This VERA/VSIP proposal targets a total of 67 positions and set forth a maximum total number of 20 VERA/VSIP offers in OAR. OAR will accept VSIP offers alone, or in combination with VERA or Optional Retirement.

OAR does not expect that any reorganizations will be necessary after the agency has completed the incentive payments. However, OAR will continue to explore ways to further improve workforce efficiencies.

VERA-Specific Information

OAR employs 1,119 employees as of May 12, 2017. Approximately 270 employees are eligible for early retirement. The estimate of the total number of employees in OAR who are expected to take early retirement is five or fewer.

As stated above, at this time, OAR does not expect that any reorganizations will be necessary post-VERA/VSIP. Certain personnel actions may be necessary as a result of the departures of staff. Some

position descriptions may need to be updated to reflect new or amended duties, and this could require the processing of reassignment or realignment actions if the change is more than minimal. In addition, depending on where these departures occur, it may be necessary to offer details/temporary promotions to cover work if it cannot be handled by current staff. We would expect these actions to be few and used mainly if workforce departures are unevenly distributed.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 500,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 245,000
Total Maximum Direct Costs	\$ 745,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$172,283,000	\$172,283,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$170,163,000	\$170,163,000
E. Payroll for # New Hires	\$225,875	\$451,750
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,894,125	\$1,668,250
G. Pre-VERA/VSIP Annual WCF Cost	\$14,725,000	\$14,725,000
H. Post VERA/VSIP Annual WCF Cost	\$14,545,000	\$14,545,000
I. WCF for # New Hires	\$22,500	\$45,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$157,500	\$135,000
Projected Savings with VERA/VSIP (F + J)	\$2,051,625	\$1,803,250

- A. Assumes payroll allocation from FY17 Enacted budget for OAR.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes annual payroll cost of average salary of eligible positions (\$106,000) x 20 positions = \$2,120,000.
- E. Assumes hiring 5 GS-12, step 5 positions in Washington, DC. Start date April 2018.
- F. A – B – C – D - E
- G. Assumes working capital fund allocation from FY17 Enacted budget for OAR.
- H. Assumes \$9K WCF per person x 20 positions = \$180,000.
- I. Assumes \$9K WCF per person.

IV. Office of Administration and Resources Management

Business Case

The Office of Administration and Resources Management is requesting approval authority for the use of VSIP and VERA to transform its workforce by placing a renewed focus on core business services,

eliminating business services with low demand, centralizing internal support in select administrative areas, and reshaping the workforce to optimize support to the agency.

OARM has 698 permanent employees. The VERA/VSIP plan targets 154 positions: 34 positions in support job series and 120 positions in programmatic series. Targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is 98 as shown in the targeted position spreadsheet. These offers span 20 different job series. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. The estimate of the total number of employees in OARM who are expected to take early retirement is five. OARM will focus on the following themes:

- Restructure or reduce highly graded, supervisory and non-supervisory staff positions (GS 14 and 15) into lower graded positions that support the skills and competencies needed to meet current and emerging mission and program requirements and rebalance the current structure and recruit at lower grade and career ladder levels. (Note that in one of OARM's divisions (OROM/FACMD) the pool for 0343 positions does not include one GS-14. This position acts as the Committee Management Officer and is excluded because it is required by GSA and the FAC Act.)
- Restructure positions to focus on core business functions where needs can be met more economically, by leveraging technology, or utilizing other resources. Includes the printing function, printing officers, and elimination of embedded attorney services in favor of OGC expertise. These positions will be restructured at lower grade levels and into positions that support core business functions.
- Consolidate or reduce administrative or support functions to increase emphasis on positions and series directly supporting our core business functions – facility, engineering, contract, grant and human resources management.
 - Reduce the number of employees in specific occupational series (e.g., automation clerks, secretaries, procurement analysts, grants assistants, program and management analyst positions).
 - Realign current administrative specialists and program analysts to consolidate internal HR support and budget execution in OARM to achieve efficiency.
 - Restructure positions to recruit candidates having skills required to close current competency gaps.

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

How VSIP will be used in conjunction with VERA

OARM has 121 employees eligible for regular retirement and 164 eligible for early retirement through VERA in the above identified series. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of

departures, which is important to OARM to reshape its organization. The VSIP can further increase the potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities. Thus, the combination of VERA and VSIP provides the greatest likelihood for OARM achieving the necessary reshaping and restructuring of its workforce.

The types of personnel actions anticipated as a result of the above proposed restructuring and elimination of positions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and possible external competitive recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 2,450,000
Annual Leave Pay Out for 98 Targeted Positions for VERA, Optional Retirement or Resignation {\$64.86* per hour x 240 x 98 Targeted Positions}	\$ 1,525,507.20
Total Maximum Direct Costs	\$ 3,975,507.20

*Payroll estimated on a GS-13, step 5 (\$51.48) with 26% included for loaded cost in Washington, D.C.

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$110,695,000	\$110,695,000
B. VERA/ VSIP Payout Cost	\$2,450,000	\$2,450,000
C. Leave Payout Cost	\$1,525,507.20	\$1,525,507.20
D. Post VERA/VSIP Annual Payroll Cost	\$96,485,000	\$96,485,000
E. Payroll for 84 New Hires	\$4,617,900	\$4,617,900
F. Payroll Savings for 98 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$5,616,592.80	\$5,616,592.80
G. Pre-VERA/VSIP Annual WCF Cost	\$6,280,000	\$6,280,000
H. Post VERA/VSIP Annual WCF Cost	\$5,473,852	\$5,473,852
I. WCF for 84 New Hires	\$690,984	\$690,984
J. WCF Savings for 98 VERA/VSIP Targeted Positions (J = G – H – I)	\$115,164	\$115,164
Projected Savings with VERA/VSIP (F + J)	\$5,501,428.80	\$5,501,428.80

V. Office of the Chief Financial Officer

Information Required for VERA and VSIP Requests

OCFO plans to reduce the number of administrative positions by using VERA/VSIP authorities to:

- Eliminate a clerk position.

- Reduce the number of financial technician positions.
- Reduce the number of secretary positions within OCFO's Office of the Controller (Reduce the number of management analyst positions within OC).

In addition, OCFO plans to reduce the number of financial management positions in OC by using VERA/VSIP authorities to:

- Reduce the number of financial specialist positions.
- Reduce the number of accountant positions.

Vacated clerk, secretary, and financial technician positions will be abolished. After VERA/VSIP offers have been accepted, OCFO will determine how many OC positions remain in the management analyst, accountant, and financial specialist series, and make appropriate workforce decisions. These decisions include possible reassignments of remaining personnel to fill positions in other parts of OCFO to fill mission-critical needs. The decisions also include possible restructuring to fill a small number of vacated positions with new skills needed to perform and support advanced data analytics and deliver secure, high-quality financial management processes, operations, and systems. These changes would be part of EPA's continuing efforts to meet the demand for a technologically sophisticated, analytical financial management workforce, as well as qualified technical and IT security staff.

OCFO will be able to operate without eliminated positions due to increased use of technology. Over time, the agency's financial management programs and functions have undergone significant change, particularly in the use of technology. In October 2011, the agency implemented the Compass Core Financial System, a key element of EPA's overall Financial System Modernization Plan, which provided increased integration among EPA's various systems and added new functionality. Now, we will take greater advantage of the full functionality of Compass to reduce our need for separate systems which cost time, money, and staff resources to integrate. As just one example, moving portions of the payment tracking systems and other interfacing systems into Compass will eliminate the need to reconcile discrepancies when all functionality is housed in one system. This should result in streamlined processes, better data quality, and reduced staff needed for integration of the separate systems and reconciliation of data. As a result, the workforce supporting the agency's financial management operations including the supporting administrative staff, which are located in OCFO, can be restructured and reduced, while qualified technical and IT security staff would be maintained.

We will be able to realign or reorganize to create operational efficiencies, while at the same time minimize any potential negative impacts on the workforce. We also plan to recruit for new skills needed by hiring a modest number of positions. We will recruit candidates who have analytical and critical thinking, and information management and technology skills. If needed, OCFO will implement management-directed reassignments or details to ensure mission-critical programs are not interrupted. OCFO's senior leadership will ensure that the highest priorities of EPA and OCFO will be carried out during this time of organizational change and workforce restructuring.

VSIP will be used in conjunction with VERA to maximize the incentives for employees to accept a VERA/VSIP offer. OCFO's attrition rate is low, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. For these individuals, VSIP is the only incentive we can offer. Another target group is eligible for neither optional retirement nor early retirement. For these individuals too, VSIP is the only incentive available. Given that a reduced government income relative to optional retirement is inherent in VERA, we anticipate VSIP to be a

necessary enticement also among the target group who are VERA-eligible. VERA authority in conjunction with VSIP will be essential if we are to reach our goal of 27 voluntary separations from among a target group of 160.

VSIP-Specific Information

- The maximum number of VERA/VSIP to be offered is 27.
- The maximum amount that will be paid is \$25,000.
- The total maximum amount that will be paid is \$675,000.

A maximum of 27 VSIP payments would be offered in accordance with the targeted position spreadsheet.

VERA-Specific Information

As of May 15, 2017, OCFO has 303 non-temporary employees on board. 83 employees are eligible for early retirement. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is 20. At this time, we anticipate one position in an occupational series that OCFO no longer needs may require the incumbent to be involuntarily separated unless the individual accepts a VERA-VSIP offer or finds a position in another EPA office or federal agency. The types of personnel actions anticipated as a result of OCFO's need for VERA include separations, details (if necessary), reassignments, abolished and/or reclassified positions, and internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
27 VERA/VSIP Offers x \$25,000	\$ 675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate (\$49.66) based on the average grade and step (GS-12, Step 10) of the targeted pool x 240 x 27 Offers to Targeted Positions}	\$ 321,797
Total Maximum Direct Costs	\$ 996,797

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate ¹	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$43,281,345	\$43,281,345
B. VERA/ VSIP Payout Cost ²	\$675,000	\$0
C. Leave Payout Cost ²	\$321,797	\$0
D. Post VERA/VSIP Annual Payroll Cost ²	\$39,913,078	\$39,913,078
E. Payroll for 7 New Hires	\$725,473	\$725,473
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$1,645,997	\$264,2794
G. Pre-VERA/VSIP Annual WCF Cost ³	\$2,163,000	\$2,163,000
H. Post VERA/VSIP Annual WCF Cost	\$1,974,000	\$1,974,000
I. WCF for # New Hires	\$49,000	\$49,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$140,000	\$140,000
Projected Savings with VERA/VSIP (F + J)	\$1785,997	\$2,782,794

¹Based on FY 2017 projected payroll

²Calculations are based on a GS-12 Step 10 (for 2017 in Washington DC), the average cost of the targeted pool. Eligible employees are located in Washington, RTP, Cincinnati, and Las Vegas. The 2017 GS-12 Step 10 salary is \$103,639 or \$49.66/hr. With a 30% increase to account for benefits, the total annual cost is \$134,730 annually.

³Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and is estimated at \$7,000 per position. Savings for 27 positions for one year is \$7,000 x 27 positions = \$189,000.

VI. Office of Chemical Safety and Pollution Prevention

Business Case

OCSPP is requesting approval authority for the use of VSIP and VERA together to transform its workforce to meet administrative and programmatic challenges facing the organization by reducing administrative support positions through efficiencies and technology, reshaping the organization to reflect changes in programmatic direction and increased efficiency, and reducing and restructuring our highly-graded full-time equivalents. OCSPP plans to offer both VSIP/VERA together (except for series GS-0303 which will only receive VSIP).

- Reduce the number of Miscellaneous Clerk and Assistant positions across OCSPP. As technology use across the workforce has expanded, many of the activities of the administrative staff in this series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into user-friendly automated systems, i.e., Concur, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in this administrative field and will enable the organization to reduce obsolete skills and consolidate a broader range of functions. OCSPP has 3 of these positions. One is in the Office of Pollution Prevention and Toxics (GS-10) in Washington, DC, and 2 are in the Office of Pesticide Programs in Arlington, VA (GS-7, GS-8). All offers would be accepted.
- Reduce and restructure the work of non-supervisory Miscellaneous Administration and Program Series positions in the OCSPP IO to restructure positions with new skill sets that advance multimedia approaches and new technology. The IO will look to restructure positions requiring broader programmatic experience, communication and communication technology and the use of collaboration tools to better support the IO senior management. The IO would evaluate and determine how to restructure any position prior to filling the position. The IO has 2 GS-13 non-supervisory positions in this series in Washington, DC. All offers would be accepted.
- Reduce the number of Miscellaneous Administration and Program Series positions in OPPT's Information Management Division. The functions of OPPT have evolved with the manner and processing of submissions under the Toxic Substances Control Act (TSCA). Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OPPT would expect to fill any new FTE positions at lower grades in restructured positions. OPPT has 4 non-supervisory GS-13 positions in this series in IMD. Up to two offers would be accepted.
- Reduce and restructure the number of non-supervisory GS-15s across OCSPP. Many non-supervisory GS-15 positions were established to focus on specific programs when sufficient higher graded work was present. Program priorities have evolved over time and continue to do so and not all of these positions are currently required. Increased electronic reporting by the

regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OCSPP will review positions that are vacated and determine whether the work of the position is needed or whether it should be abolished. If the position is still needed, we will evaluate and determine how it will be restructured before filling. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties, different job series or a different grade level appropriate for the scope of duties for that position. OCSPP has 56 positions eligible for retirement or early retirement (this excludes one IT security position). Up to 43 offers would be accepted across many series (3 in the IO; 22 in OPPT, 15 in OPP (see the next bullet), and 3 in the Office of Science Coordination and Policy). Positions are located in Washington, DC, Arlington, VA, Chicago, IL and Ft. Meade, MD.

- Reduce the number of OPP supervisory positions by restructuring branches in two OPP divisions. These new structures will consolidate functions across several branches to increase efficiency and increase the supervisor-to-staff ratios. In the Health Effects Division, OPP would combine information functions with science information functions into a single unit and also combine scientific specialties related to health effects and exposure into one branch. This restructuring would lead to better cross-sharing of information and more efficient use of technical capabilities and staff resources. In the Pesticides Re-evaluation Division, OPP would eliminate one branch and task work from that branch across three other branches, eliminating the need for an administrative services branch. Reshaping these branches helps with increased efficiency and reduces the number of supervisors. OPP would re-task work to existing staff and supervisors. OPP currently has 3 positions located in Arlington, VA. Two of the three are GS-15-0343 Program Analysts, and one is a 0401Biologist. Up to 15 positions would be accepted in OPP from this group and the OPP non-supervisory GS-15s combined (OPP current and future organization chart attached.)

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,250,000 (50 x \$25,000)
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$797,880 (\$66.49 x 240 x 50)
Total Maximum Direct Costs	\$ 2,047,880

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$154,647,000	
B. VERA/ VSIP Payout Cost	\$1,250,000	
C. Leave Payout Cost	\$797,880	
D. Post VERA/VSIP Annual Payroll Cost	\$147,732,050	
E. Payroll for # New Hires	\$2,765,980	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,101,090	

G. Pre-VERA/VSIP Annual WCF Cost	\$8,703,000	
H. Post VERA/VSIP Annual WCF Cost	\$8,354,100	
I. WCF for # New Hires	\$139,560	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$209,340	
Projected Savings with VERA/VSIP (F + J)	\$2,310,430	

- A. EPM and S&T payroll (EPM and S&T payroll).
- B. \$25,000 x 50
- C. Average hourly for GS-13/5 x 240 hours x 50 staff (\$66.49 x 240 x 50)
- D. Anticipates all 50 staff (max offers) taking VERA/VSIP. Payroll in line A less fully loaded GS-13/5 (\$138,299 x 50).
- E. Assumes hiring of 20 new staff at yearly salary of \$138,299 per employee.
- F. See calculation formula above.
- G. From BAS 2016 Enacted
- H. Anticipates all 50 staff (max offers) taking VERA/VSIP.
- I. Assumes hiring of 20 new staff at yearly WCF cost of \$6,978 per employee.
- J. See calculation formula above.

VII. Office of Enforcement and Compliance Assurance

Business Case

The Office of Enforcement and Compliance Assurance is requesting authority for the use of VERA and VSIP to address longstanding shortfalls in extramural and other non-pay accounts through elimination or restructuring of positions vacated by departing employees.

OECA will offer VERA/VSIP broadly to enable redirection and refocusing of resources to establish a more efficient enforcement and compliance program aligned with the agency's strategic direction. OECA will accept VERA/VSIP applications for eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators, allowing the OECA to reshape its workforce, consolidate functions, and preserve extramural funds necessary to meet core business needs. The VERA/VSIP would encompass GS 5 – 15 positions in all locations. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

NOTE: Given the pool of available candidates, if OECA does not receive applicants at the numbers outlined in the Targeted Positions Template, we request the flexibility to increase (or decrease) the number in one or the other category, as long as our total does not exceed 51. This would be implemented by adhering to the selection criteria for each job category and then adjusting other categories where appropriate to meet overall target levels.

Through a combination of restructuring and elimination, OECA will refocus the workforce and balance extramural needs to meet changing priorities in coordination with our state and local partners. Some of OECA's components include separate administrative and program support functions which may be consolidated to reduce redundancies and promote greater efficiency. In addition, OECA may restructure compliance and enforcement activities across organizational lines to improve coordination and streamline functions. For the GS-2210 Information Technology Specialist positions, OECA will restructure two information-security positions and reassign work to lower graded employees in this

series. While these are positions with direct-hire authority, reassignments internal to the agency should allow us to meet program needs.

OECA has 681 non-temporary employees in targeted positions, of which 164 are VERA-eligible and 522 are VSIP-eligible. OECA plans to offer up to 51 VSIPs (with or without VERA) to eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators in a pool of 506 targeted positions. This broad applicant pool will enable a large-scale approach towards a multi-faceted reshaping effort.

The estimate of the total number of employees in OECA who are expected to take voluntary early retirement are 25. With a target of 51 positions overall, we plan to restructure 25 positions to meet changing agency priorities and eliminate 26 positions to address longstanding financial needs for critical agency support activities.

Personnel actions as a result of the VERA/VSIP will likely be part of broader agency reform and restructuring efforts and will be a combination of details, reassignments, competitive hires and realignments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,275,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 788,015
Total Maximum Direct Costs	\$2,063,015

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,598,000	\$92,598,000
B. VERA/ VSIP Payout Cost	\$ 1,275,000	
C. Leave Payout Cost	\$ 788,015	
D. Post VERA/VSIP Annual Payroll Cost	\$83,265,000	\$83,265,000
E. Payroll for # New Hires	\$ 915,000	\$ 1,830,000
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 6,354,985	\$ 7,503,000
G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,896,200	\$ 3,896,200
H. Post VERA/VSIP Annual WCF Cost	\$ 3,503,500	\$ 3,503,500
I. WCF for # New Hires	\$ 38,500	\$ 77,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 354,200	\$ 315,700
Projected Savings with VERA/VSIP (F + J)	\$ 6,709,185	\$ 7,818,700

- A. Fully loaded average payroll cost for targeted positions (\$183,000 x 506).
- B. \$25,000 x 51.
- C. Average hourly for GS-14/7 x 240 hours x 51 staff.
- D. Fully loaded average payroll cost for targeted positions minus 51 (\$183,000 x 455).

- E. Assumes hiring of 10 new staff at yearly salary of \$183,000 per employee; 6 months of FY 2018/full year 2019.
- F. See calculation formula.
- G. Average WCF cost per employee in targeted positions (\$7,700 x 506)
- H. Average WCF cost for targeted positions minus 51 (\$7,700 x 455).
- I. Assumes hiring of 10 new staff at yearly WCF cost of \$7,700 per employee; 6 months of FY 2018/full year of FY 2019.
- J. See calculation formula.
- K. See calculation formula.

VIII. Office of Environmental Information

Business Case

OEI will offer VSIP and VERA opportunities to non-supervisory GS-15, GS-14, and GS-13 staff. Our workforce analysis shows a significant proportion of OEI's workforce (132 positions or 43%) is classified in nonsupervisory high-graded GS-14 and GS-15 positions. An additional 138 positions, or 45%, are GS-13; and only 11% are graded at or below the GS-12 level. OEI needs to have a balanced grade structure that is sustainable. Junior and mid-level staff are needed to support our IT and IM experts at the GS-14 and GS-15 levels. With the current distribution, a disproportionate number of OEI's staff is highly-graded experts, which does not allow for a career ladder growth path. Through restructuring, OEI aims to attract appropriately-skilled junior-level staff experienced in modern technology projects and programs. OEI is both an information technology and information management organization; a better distribution of these modern skills is needed to support the agency's mission.

After reducing the number of non-supervisory higher-graded positions (GS-13 and above), OEI will consolidate the higher graded work in remaining positions. Temporary work assignments may be required for high priority projects while the hiring plan is implemented. Some non-critical projects may be delayed during the transition period. Once our non-supervisory, high-graded workforce has been restructured, we will look for opportunities to centralize work where it can be or otherwise align the positions to the appropriate organizations. This will protect against duplication of effort, streamline reporting relationships, and improve accountability.

OEI averages less than 10 retirements per year, although OEI currently has 74 positions that are fully eligible for immediate retirement. Given our low attrition rate and the fact that many of our retirement-eligible employees have continued to work years beyond retirement eligibility, we request authority to offer VERA with VSIP to supplement our number to reach our goal of 30 voluntary separations. Offering VERA with VSIP is more appealing than VERA alone and will likely help us achieve the voluntary separations needed to restructure the grade levels and work of our workforce

VSIP-Specific Information

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations. We plan to offer VSIP/VERA to non-supervisory employees at the GS-13 through GS-15 levels in the specified organizations. GS-2210 IT Specialist Security/INFOSEC are not included in this proposal.

With an organizational FTE ceiling of 421 positions and a vacancy rate of 78 positions, it will be critical for OEI to develop a replacement hiring plan. The goal of the plan will be to lower our grade structure

and recruit new skills needed to advance current and future information management and technology requirements for the agency given fewer resources.

We will offer 30 VSIPs, each up to the maximum of \$25,000 for a total amount of \$750,000. The following table illustrates the maximum allocation of VERA/VSIPs by OEI Office and/or Division. Review OEI's Targeted Positions Template for detailed information.

Allocation of VERA/VSIPs by Office		*Allocation of VERA/VSIP by Division (OITO and OEIP)		
ODSTA	4	OEIP	IO	1
OCAPPM	3	OEIP	EQMD	1
OBOS	2	OEIP	ERMD	2
OIM	8	OEIP	FLAD	1
OISP	3	OEIP Total		5
OEIP*	5	OITO	IO	1
OITO*	5	OITO	SBMD	4
TOTAL	=SUM(ABOVE)	OITO Total		5

VERA-Specific Information

As of April 17, 2017, OEI employs 343 permanent employees. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures to better meet mission needs. To gain additional cost efficiencies and improve OEI's ability to hire and retain highly qualified staff, especially in technical fields, OEI will also consider redistributing some of the restructured positions to RTP, North Carolina, where we currently have staff present. If we deem it necessary to most effectively support EPA's mission, OEI may involuntarily reassign up to 10 employees as a result of this proposal.

A total number of 79 OEI employees are eligible for early retirement. The estimate of the total number of employees in OEI who are expected to take early retirement is eight, or 10% of the total eligible. We expect to complete the following types of personnel actions as a result of OEI's need for VERA: management directed reassignments, details, voluntary separations, permanent internal and external recruitments, temporary/term internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
Max. Buyout Amount: 30 Targeted Positions for VSIP × \$25,000	\$ 750,000
Annual Leave Pay Out: Hourly rate based on the average grade and step (14/5) of the targeted pool \$60.83 × 240 Hours × 30 Targeted Positions	\$ 437,976
Total Maximum Direct Costs	\$ 1,187,976

Table B – Estimated Savings or FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost (Appropriated and WCF; assuming 2% increase each year)	\$58,118,909.46	\$59,281,287.65
B. VERA/ VSIP Payout Cost	\$750,000	
C. Leave Payout Cost	\$437,976	

D. Post VERA/VSIP Annual Payroll Cost	\$54,310,169	\$55,472,548
E. Payroll for 30 New Hires	\$573,179.00	\$650,296.00
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$2,047,585.00	\$3,158,444.00
G. Pre-VERA/VSIP Annual WCF Cost	\$2,886,314.64	\$2,886,314.64
H. Post VERA/VSIP Annual WCF Cost (30 departures)	\$2,612,246.70	\$2,612,246.70
I. WCF for 30 New Hires	\$274,067.94	\$274,067.94
J. WCF Savings for 30 VERA/VSIP Targeted Positions (J = G – H – I)	\$0	\$0
Projected Savings with VERA/VSIP (F + J)	\$2,047,585.00	\$3,158,444.00

IX. Office of General Counsel

Business Case

The Office of General Counsel provides legal services to all the agency's organizational elements with respect to all programs and activities. Specifically, OGC provides legal opinions, legal counsel, litigation support, and assists in the formulation and administration of the agency's policies and programs as legal advisors. OGC's workforce is primarily comprised of attorney advisers. OGC often has a shortfall in its non-pay budget lines. Because the agency is considering VERA and VSIP, OGC has taken steps to ensure it only has essential personnel at the right grade level so as to ensure it has as much non-pay funding available as possible. In reviewing OGC's ongoing work and the agency's needs, OGC decided to restructure or reduce one (1) highly graded non-supervisory position and one (1) non-supervisory position in its Immediate Office. Below is the VERA and VSIP business case justification:

POSITION	FUNCTION	ORGANIZATION	LOCATION	OCCUPATIONAL CATEGORY	GRADE LEVEL
Senior Counsel for International Affairs	Oversees special projects of significant concern to the agency.	OGC Immediate Office	WA, DC	Management	SL-0905-00
Executive Assistant	Executes day-to-day responsibilities & assignments that are routine and/or may be of a sensitive nature.	OGC Immediate Office	WA, DC	Administrative	GS-0301/12

The senior counsel SL-0905 position targeted under the VERA/VSIP authorities was a new position OGC created soon after a significant environmental incident. The position's original duty station was in Denver, CO, that was changed in late 2016 to Washington, DC. The position responsibilities included special projects such as supporting the agency mission-driven environmental and human health efforts related to the Region 8 Gold King Mine. Given the reduced impacts surrounding the Gold King Mine efforts at this time, this position is no longer high priority or critical to the agency mission. OGC made

the decision to eliminate this position. This position is retirement eligible. OGC will offer only the VSIP authority.

OGC's Immediate Office currently employs two executive assistant GS-0301/12 positions of which one position is considered in excess at the GS-12 level. OGC will target two positions under the VERA/VSIP authorities but will offer only one position. In reviewing its administrative support needs in the OGC Immediate Office, OGC determined that the work may be restructured at the GS-11 level. OGC will offer both the VERA and VSIP authority for the one position.

VSIP- and VERA-Specific Information

The one targeted SL-0905 position is retirement eligible. OGC will offer only the VSIP authority.

- Total 0905 General Attorney = 173 // Retirement Eligible = 25 // VERA eligible = 37 // VSIP eligible = 136

OGC is targeting two positions at the GS-0301/12 but only offering one position based on the first to apply. The one position will be eligible for both VERA and VSIP authority. The targeted GS-12 position will be restructured at the GS-11 level.

- Total 301 Miscellaneous Administration and Program = 13 // Retirement Eligible = 4 // VERA eligible = 3 // VSIP eligible = 13

Budget Information

Table A – Direct Costs for VERA/VSIP		
2 Targeted Positions for VSIP x \$25,000	\$ 50,000	
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 40,685	
Total Maximum Direct Costs	\$ 90,685	
Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$359,379	\$363,189
B. VERA/ VSIP Payout Cost	\$ 50,000	\$ 50,000
C. Leave Payout Cost	\$ 40,685	\$ 41,116
D. Post VERA/VSIP Annual Payroll Cost	\$0	\$0
E. Payroll for # New Hires	\$85,363	\$85,363
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$183,331	\$185,805
G. Pre-VERA/VSIP Annual WCF Cost	\$17,788	\$17,979
H. Post VERA/VSIP Annual WCF Cost	\$0	\$0
I. WCF for # New Hires	\$8,894	\$8,989
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$8,894	\$8,989
Projected Savings with VERA/VSIP (F + J)	\$192,226	\$194,794

Assumptions:

1. Annual Payroll cost for GS-12/6 (\$93,008) and SL position \$187,000 includes an estimated benefits rate of 27% and a 1.6% inflationary adjustment for FY18 and FY19
2. Leave Payout includes annual leave hrs of 1.3 @ \$44.72 and 447.15 hrs @ 89.90 plus a 1.6% inflationary adjustment for FY18 and FY19
3. New Hire GS-11/1 (\$66,510) plus a 1.6% inflationary adjustment
4. WCF estimated cost of \$8,800 per person plus a 1.7% inflationary adjustment for FY18 and FY19

X. Office of International and Tribal Affairs

Business Case

The Office of International and Tribal Affairs proposes offering VERA and VSIP to GS-13 through GS-15 non-supervisory staff and to a small number of staff in administrative positions to facilitate the consolidation of programs and functions across the organization.

OITA currently has 74 non-temporary employees, the majority of whom are at the GS-13 to GS-15 grade levels. We propose to offer VERA/VSIP buyouts primarily to eligible employees at these grade levels, and will restructure the positions vacated by departing employees. The maximum number of positions eligible will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts.

OITA seeks to align the work of its international and tribal programs with administration priorities. Because of the administration's focus on fewer high-priority initiatives for international and tribal programs, OITA will need fewer higher-graded employees to serve as program leads. (The reduction in the number of key program areas is more significant in the international programs than in the tribal programs, and OITA is targeting fewer positions in its American Indian Environmental Office, accordingly).

Although OITA offered VERA/VSIP in 2014, the Office still has GS-13 through GS-15 level employees performing some functions that could be performed by staff at lower grades. As part of the office's efforts to realign its work and consolidate functions, less complex work will be restructured into lower-graded positions, which will facilitate consolidating more complex duties (e.g., policy development, multilateral negotiations, etc.) among the higher-graded staff who remain following the VERA/VSIP process. EPA offers in-house training (e.g., COR certification, IA Project Officer certification, etc.) that can help prepare lower-graded staff to assume some of the less complex duties currently being performed by higher-graded employees.

A reduction in the number of programs and the number of staff should also allow OITA to further consolidate some administrative functions, with slightly fewer staff providing administrative support to the office's programs. (OITA's 2014 VERA/VSIP process saw the departure of a number of key administrative support staff. Although some further consolidation is possible, there are currently fewer opportunities to reduce administrative functions than to collapse program management functions). OITA's current structure is already "flat." The office anticipates no reorganization as a result of VERA/VSIP. Realignments within each of OITA's constituent organizations are more likely, with teams being combined or staff assignments being consolidated.

Tentative areas of workforce reshaping and restructuring include:

- A reduction in the number of formal teams. Staff in OITA's program components are currently divided into a total of nine teams, each of which is headed by a GS-15 Senior Advisor. Combining existing teams will allow us to reduce the need for a number of higher-graded staff.
- A reduction in the number of GS-15s other than Senior Advisors. OITA's international programs currently have three non-supervisory GS-15s serving in positions other than team leaders. Several of these GS-15s support programs that OITA plans to significantly reduce in order to align the office's international priorities with the focus areas identified by the new administration. As the GS-15s who support these programs depart, OITA will restructure the positions to reduce their full promotion potential and to restructure the positions to support new priority programs.
- Realignment of resources across OITA will increase efficiencies in managing assistance agreements and contracts, which should reduce the number of staff needed to administer these vehicles. Some work currently supported by employees at the GS-13, 14, and 15 grade levels – in both the international and tribal programs -- can be reassigned to staff at lower grades.

OITA will target a total of six positions in accordance with the targeted position spreadsheet.

VSIP

VSIP will be offered for each of the six targeted positions, with a maximum of five offers being accepted. If OITA receives and accepts the maximum number of requests, \$125,000 will be required for buy-outs.

A number of staff who occupy the targeted positions are already retirement eligible. VSIP will serve as an incentive for these employees to retire from federal service.

VERA

Nineteen employees in OITA are VERA eligible. The estimate of the total number of employees in the office who are expected to take early retirement is two.

The administration's focus on a smaller number of key international and tribal programs will result in the need for fewer higher-graded employees as program leads. Reductions in major initiatives may necessitate the transfer of up to ten OITA employees to other parts of the agency. OITA may also need to make significant changes to portfolio assignments for up to twenty other employees as a result of rapidly changing focus areas for our programs. OITA seeks VERA authority as one option for alleviating the need to transfer employees.

Budget Information

		Table A - Direct Costs for VERA / VSIP	2017	2018	2019			
5		<-- Targeted Positions for VSIP Buyout x \$25,000	\$125,000	\$0	\$0			
Annual Leave Payout for Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x (240 + 150 AL hours) x Targeted Postions (@ G14/Step 5)}			\$106,459	\$0	\$0			
Total Maximum Direct Costs			\$231,459	\$0	\$0			
		Table B - Estimated Savings for FY 2018 through FY 2019	2017	2018	2019	Factors		
A		Pre-VERA / VSIP Annual Payroll Costs (before VERA/VSIP): FY 2017 - 05/15/17 on-board count; increased 3.25% each year for increased costs (1.9% COLA, promotions, etc)	\$12,300,000	\$4,190,277	\$3,683,626	3%	103%	
B		VERA / VSIP Payout Cost (\$25,000 x Targeted Positions)	\$125,000	\$0	\$0			
C		Leave Payout Cost (presumes 240 ceiling hours at average salary plus 150 hours earned in 2017] @ G14/Step 5	\$106,459	\$0	\$0			
D		Payroll Savings (Payroll @ G14/S5 Targeted VERA/VSIP participants @ end FY 2017)	\$0	(\$871,723)				
5	E	<-- Payroll for new hires @ G9/Step 1 for two-thirds in FY 2018		\$249,123	\$389,726	0.66 FTE mid-Feb - Sept, 2018)		
F		Post VERA/VSIP Annual Payroll Cost (F = A + B + C + D + E)	\$12,531,459	\$3,567,676	\$4,073,351			
G		Pre-VERA / VSIP Annual WCF Costs (before VERA/VSIP)	\$574,466	\$221,190	\$228,379			
H		Working Capital Fund Savings (7.15K in FY17; projected increase of 2%/year)		(\$36,500)	(\$37,230)			
I		Working Capital Fund Costs for New Hires for two-thirds in FY 2018		\$24,090	\$37,230			
J		WCF Costs for VERA / VSIP (J = G + H + I)	\$574,466	\$208,780	\$228,379			
Projected Savings with VERA / VSIP (F + J)			\$13,105,925	\$3,776,456	\$4,301,730			
#		Total VERA/VSIP Target	FTE	80.3	30.3	FY19 Payroll increase --->		
33%		Grade / Step = GS 14 / 5 Salary	Full Year	\$126,960	\$131,086	\$132,397	3.25%	
350		Grade / Step = GS 14 / 5 Benefits		\$41,897	\$43,258	\$43,691	hr/year	
		WCF Costs in 2017 is \$7,154		\$7,154	\$7,300	\$7,446	2087	\$60.83 per hour r
#		Total New Hires Target						
		Grade / Step = GS 9 / 1 plus 33% benefits		\$54,974	\$56,761	\$58,605		
		Grade / Step = GS 14 / 5 Benefits		\$18,141	\$18,731	\$19,340		

XI. Office of Land and Emergency Management

The Office of Land and Emergency Management is requesting approval authority for the use of VERA and VSIP.

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix through efficiencies and technology;
- Streamline OLEM's national workforce by reducing and reshaping the current top-heavy GS-13/14/15 grade structure to create opportunities for recruiting at lower grade levels for alignment with the agency's highest priorities;

- Restructure existing staff layers to improve organizational productivity while reducing the staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a number of vacancies at lower grades (GS-7/9/11) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization.

OLEM currently employs 494 permanent employees. Of these, 112 are eligible for voluntary retirement, 134 are eligible for early retirement, and 451 are eligible for voluntary separation payments. OLEM plans to target 219 positions with a maximum of 94 offers. Both the VERA and VSIP opportunities will be offered to staff in targeted series in OLEM. The estimated number of employees expected to take early retirement is 24 employees (25%). Because OLEM will be restructuring and not eliminating positions, we expect to rehire approximately 94 positions.

OLEM manages the agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields redevelopment, and accidental releases from oil and chemical facilities.

Under the Resource Conservation and Recovery Act, the Office of Resource Conservation and Recovery is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA regional offices and state programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

(1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs.

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving, effective oversight can be achieved with fewer personnel resources.

(2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and on economic redevelopment possibilities, while suspending work on sites or portions of sites that are low risk and have low potential for redevelopment. This will result in a streamlined organization. Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions.

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. Community Involvement Coordinators (CIC) work with community members throughout the cleanup process. On-Scene Coordinators and Remedial Project Managers also have significant roles along with input from hydrogeologists, toxicologists and ecological risk assessors and grants/project officers that administer cooperative agreements to states for their participation in the process.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to implement all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This will require careful allocation of resources to the completion of the other phases of the process, such as Record of Decision, and Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP			
Total VSIP Amount	Max # of V/V Offers	Annual Leave Payout	Total
<i>A</i>	<i>B</i>	<i>C</i>	<i>A x B</i>
\$25,000	94		\$2,350,000
Hourly rate based on the average grade and step of the targeted pool			<i>AxBxC</i>
\$65.43	94	240	\$1,476,101
Total Maximum Direct Costs			\$3,826,101

Table B – Estimated Savings for FY 2018 through FY 2019			
	FY-17 OP Plan	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 82,364,000.00	\$63,776.00	\$62,725.00
B. VERA/ VSIP Payout Cost	\$ 2,350,000.00		
C. Leave Payout Cost	\$ 1,476,101.00		
D. Post VERA/VSIP Annual Payroll Cost	\$ 86,190,101.00		

***E. Payroll for # New Hires	\$ 5,167,368.00	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 81,022,733.00	
**G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,458,000.00	
**H. Post VERA/VSIP Annual WCF Cost	\$ 2,800,000.00	
**I. WCF for # New Hires	\$ 658,000.00	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ -	
Projected Savings with VERA/VSIP (F + J)	\$ 81,022,733.00	

Notes:

* Payroll saving calculations for direct costs and estimated savings are based on GS-13, Step 5 in Washington, D.C. annual salary as of January 2017 is \$107,435 or \$51.48 per hour, with an additional 27.10% and 1% increase to hourly figures to account for benefits, hourly amount which equals to \$65.43 or \$136,549.88 annually.

**Working Capital Fund costs are based on an annual rate of \$7,000 per position per year for computer, telephone, and internet access. Cost for 94 positions for one year is (\$7,000 x 94 = \$658,000).

***Payroll calculations for 94 new hires are based on entry level (GS-9, Step 1, \$54,972.00 includes 27.10% and 1% GS

XII. Office of Research and Development

The Office of Research and Development plans to reshape its workforce to place a greater focus on the science supporting the Administrator's priorities of (1) supporting core drinking water/clean water infrastructure projects; (2) implementing TSCA reform; (3) bringing about measurable changes in communities with Superfund sites; and (4) attaining the air quality standards. Our plan is to accomplish this through the restructuring of our workforce by consolidating our Las Vegas workforce to other ORD locations, bringing our supervisor-to-staff ratio in line with agency standards, and reducing the number of highly graded, non-supervisory staff position.

Restructured positions will allow ORD the opportunity to maintain its core post-doctoral program that provides technical expertise in cutting-edge scientific areas supporting the agency's priorities, as well as to create vacancies to recruit staff at the entry level with the skill sets needed to support our core functions. Additionally, reducing the number of employees at our LV facility will allow us to reduce the footprint in leased space, eventually allowing us to reallocate those funds to other high priority initiatives.

ORD plans to use the VERA, in conjunction with the VSIP, as an incentive to implement these restructuring strategies. ORD historically has a low attrition rate, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. Together, these two

authorities provide the most favorable opportunity for the organization to meet its goals while offering an attractive incentive for eligible employees to elect to leave the organization.

VSIP will be offered to a maximum of 183 employees with an estimated 55 (or 30%) accepting the offer. These offers will be made to retirement or early out (VERA) eligible employees located in LV, Nevada; eligible employees who are non-supervisors at the GS-14 and above grade level (to include SES, ST, SL); and eligible supervisors with <5 employees. ORD's labs, centers, and offices are all unique in how they support the priorities of the agency. Each will handle restructuring under the three scenarios slightly different based on their current staffing needs, mainly through a variance in the maximum offers by geographic location, series, and grade. Our attached template takes those considerations into account and includes numbers based on the LCO specific requests. ORD will not have any changes to its organizational chart as a result of these offers.

ORD currently has 1564 non-temporary employees. Of those, 322 employees are eligible for early retirement. VERA will be offered to 66 of the non-temporary employees in ORD. The estimate of the total number of employees in ORD who are expected to take early retirement is 13 (20%). ORD does not anticipate any involuntary separations, downgrades or transfers as a result of this restructuring. It is anticipated that it will be necessary to implement a limited number of details and reassignments as a result of the VERA in order to continue our restructuring/reshaping process. We anticipate some reassignments specifically associated with our goal to increase the supervisor/staff ratio in ORD. VERA will help us move toward that goal. Additionally, a reduction in the number of high graded non-supervisors as a result of this VERA will allow ORD to bring in new, lower graded employees with skills to take on work to support the agency's core functions, as well as continue our focus on our post doc program. Please see the targeted position spreadsheet for detailed information for each job series.

Budget Information

Table A – Maximum Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	183 x \$25,000 = \$ 4,575,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 3,030,480
Total Maximum Direct Costs	\$ 7,647,040

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$270,216,263	\$262,109,775
B. VERA/ VSIP Payout Cost	\$1,375,000	\$0
C. Leave Payout Cost	\$910,800	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$261,204,513	\$252,935,814
E. Payroll for # New Hires	\$1,480,752	\$3,014,811
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$5,245,198	\$6,159,150
G. Pre-VERA/VSIP Annual WCF Cost	\$10,772,042	\$10,987,482
H. Post VERA/VSIP Annual WCF Cost	\$10,414,405	\$10,622,692
I. WCF for # New Hires	\$203,028	\$182,784
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$154,610	\$182,006

Projected Savings with VERA/VSIP (F + J)	\$5,399,808	\$6,341,157
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Budget assumptions:

Table A:

Targeted x 25,000: Assumes max (cap) of 183 (because calculation is for maximum costs) accept \$25K each for a total of \$4.575M

Annual Leave Pay Out: The average hourly rate across the entire targeted pool is about \$69 x 183 max (cap) x 240 hours for a total of \$3,030,480

Table B:

A: Amounts of PC&B for all of ORD, 3% historical attrition applied to 2018 number, COLA is 1.8% for 2018 and assumed to be the same for 2019.

B: Assumes that of 183 max (cap), 55 of the cap will accept (30% targeted). $55 \times 25000 = \$1.375M$ for FY18 (we assume that all VERA/Retirements must occur by 9/30/17), and we currently assume that no additional VERA/VSIP is planned for FY18 or FY19 though we would like to be able to pursue that option if necessary and possible.

C: Assumes that (from line B) with 55 accepting, with 240 hours leave at an average hourly rate of \$69, this is $\$69 \times 55 \text{ accepting} \times 240 \text{ hours}$ for a total of \$910,800

D: Amounts of PC&B estimated for 55 accepting and leaving with \$145,000 average salary of targeted and 13% benefits % of PC&B estimate, so (Line A) - $(55 \times \$145,000 \times 113\%) = \$261,204,513$ for FY18 and the same amount times 101.8% for COLA for FY19 or (Line A) - $(55 \times \$145,000 \times 113\% \times 101.8\%) = \$252,935,814$

E: We assume that of 55 departing, 28 new hires would be made at lower pay grades. Assume the average hourly rate of \$45/hour, and with 13% benefits, and assume that the average new hire works half the year, $(28 \times \$45 \times 2080 \times 113\% \times 50\%) = \$1,480,752$ for FY18, and the same amount times 101.8% for COLA for FY19 and assuming those same new hires work the whole year, $(28 \times \$45 \times 2080 \times 113\% \times 101.8\%) = \$3,014,811$

G: By taking the \$6275 average WCF cost/year for 2017 for all ORD FTE and multiplying it by 1683 FTE and by 102% for the FY18 increase it is: $1683 \times 102\% \times \$6275 = \$10,772,042$ and then $\$10,772,042 \times 102\% = \$10,987,482$ for FY19

H: \$6375 is the average WCF cost/year for 2017 of the targeted employees. Assuming 55 accept and depart, and 2% is the annual increase in cost, (Line G) - $(\$6375 \times 102\% \times 55) = \$10,414,405$ for FY18 and (Line G) - $(\$6375 \times 102\% \times 102\% \times 55) = \$10,622,692$ for FY19.

I: \$6275 is the average WCF cost/year for 2017 of the targeted employees. 2% is the annual increase in cost. So $\$6275 \times 102\% = \6400 . Additional one-time background check costs are \$4051/employee. If 50 new hires are made throughout FY18, and on average they work for half the fiscal year, that cost would be $(\$6400 \times 50\% \times 28) + (\$4051 \times 28) = \$203,028$ for FY18 and presumably they'd work all of FY19, so it would be $(\$6400 \times 102\% \times 28) = \$182,784$

XIII. Office of Water

The Office of Water (OW – Washington, DC and Cincinnati, OH) will use the VERA and VSIP authorities to:

- Reduce and rebalance our current grade structure by reducing GS-13s and GS-14s, non-supervisory GS-15s, and supervisory and non-supervisory SLs to adjust skill and grade levels.
- Restructure our programmatic and administrative positions to refresh skill sets to address modern and ever-changing technologies, enhance collaboration and coordination, and deal with increasingly complex technical and scientific challenges.
- Reshape current workforce to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities in current and potentially different series to create a higher-performing organization.
- Assess on an ongoing basis our position management structure and make future changes based on staff attrition and changing technology.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

The office will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. This will allow us to recruit at the entry-level for positions working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. Other positions, to the extent feasible and practical, will be restructured through the transfer and retraining of staff with outdated skill sets or staff that are currently focused on work activities that will not be emphasized in the future.

How VSIP will be used in conjunction with VERA

OW will use the VERA authority to increase the number of positions in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are 85 targeted positions that are eligible for voluntary (optional) retirement and eligible to accept a VSIP offer without VERA approval. The number of VERA employees eligible for a VSIP is 67 so by adding VERA, the number of targeted positions who are eligible to accept a VSIP offer increases to 152 and improves the probability of reaching the OW goal to realign resources. Additionally, by adding employees who are eligible for VSIP only (239) and not eligible for voluntary or early retirement, it increases our number of positions in targeted job series to 391. OW will make VERA and VSIP offers simultaneously to all employees in targeted positions during the same offer period. A total of 30 VSIP offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of OW reaching the goals of restructuring and reshaping the workforce. OW will approve up to 30 VSIPs, each up to the maximum of \$25,000 or the amount of severance pay to which an employee is entitled (whichever is less).

VERA-Specific Information

Number of non-temporary employees in OW undergoing change	391
Number of non-temporary employees in OW who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation	5
Number of employees in OW who are eligible for early retirement (excluding employees eligible for optional retirement)	67
The estimate of the total number of employees in OW who are expected to take early retirement is:	5

The actions listed below provide a description of the types of personnel actions anticipated as a result of OW's need for voluntary early retirement authority:

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish or Reclassify Positions
- Voluntary Retirements
- Internal and External Recruitments

Budget Information

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
(1) Annual Leave Pay Out for 1 SL targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$20,342
(2) Annual Leave Pay Out for 11 GS-15 step 7 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$181,850
(3) Annual Leave Pay Out for 9 GS-14 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$135,261
(4) Annual Leave Pay Out for 9 GS-13 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$114,462
Total Maximum Direct Costs	\$1,221,513

- 1) Hourly salary of an SL employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$84.76 \times 240 = \$20,342 \times 1 = \$20,342$$

- 2) Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$75.77 \times 240 = \$18,185 \times 11 = \$200,035$$

- 3) Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$62.62 \times 240 = \$15,029 \times 9 = \$135,261$$

- 4) Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$52.99 \times 240 = \$12,718 \times 9 = \$114,462$$

- 5) $\$750,000 + \$20,342 + \$200,035 + \$135,261 + \$114,462 = \$1,220,100$

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$97,868,232	\$97,916,549
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	\$92,302,143	\$92,302,143
E. Payroll for # New Hires	\$951,710	\$1,525,163
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$4,609,281	\$4,079,045
G. Pre-VERA/VSIP Annual WCF Cost	\$4,221,000	\$4,221,000
H. Post VERA/VSIP Annual WCF Cost	\$4,011,000	\$4,011,000

I. WCF for # New Hires	\$78,750	\$105,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$131,250	\$105,000
Projected Savings with VERA/VSIP (F + J)	\$4,740,531	\$4,184,045

A (FY18). Pre-VERA/VSIP Payroll costs are calculated based on OW's workforce salary as of May 1, 2017 plus step increases for one-third of the V-V departures, with an additional 35% increase added to account for benefits. See attachment 4 for further details.

$$(\$72,459,197 + \$35,790) + 35\% = \$97,868,232$$

A (FY19). Pre-VERA/VSIP payroll costs are calculated based on OW's 2018 payroll estimate, plus step increases for one-third of the V-V departures. See attachment 4 for further details.

$$(\$72,494,987 + \$35,790) + 35\% = \$97,916,549$$

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Salary calculations are based on the annual salary of the employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered. See attachment 4 for further details.

$$\text{SL} \quad \$176,303 \times 1 = \$176,303$$

$$\text{GS 15/7} \quad \$158,123 \times 11 = \$1,739,353$$

$$\text{GS 14/6} \quad \$130,692 \times 9 = \$1,176,228$$

$$\text{GS 13/6} \quad \$110,595 \times 9 = \$995,355$$

$$\text{Total FY18 payroll costs for targeted VERA/VSIP positions} = \$4,087,239 + \$32,013 \text{ in step increases} = \$4,119,252 + 35\% = \$5,560,990$$

$$\text{Total FY19 payroll costs for targeted VERA/VSIP positions} = \$4,119,252 + \$32,013 \text{ in step increases} = \$4,151,265 + 35\% = \$5,604,208$$

D (FY18). Pre-VERA/VSIP payroll costs minus total payroll costs for targeted VERA/VSIP positions. See attachment 4 for further details.

$$\$72,491,210 - \$4,119,252 = \$68,371,958 + 35\% = \$92,302,143$$

D (FY19). Pre-VERA/VSIP 2018 payroll costs minus total payroll costs for targeted VERA/VSIP positions.

$$\$72,523,223 - \$4,151,265 = \$68,371,958 + 35\% = 92,302,143$$

E (FY18) Nine-month period assumes an entry-on-duty date January 1, 2018. Salary calculations are based on three quarters of the annual salary for the described grades as of January 2017 for an employee in Washington, D.C. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment for 4 for further details.

$$\text{GS 9/1} \quad \$54,972 \times 5 = \$274,860 \times .75 = \$206,145$$

$$\text{GS 11/1} \quad \$66,510 \times 10 = \$665,100 \times .75 = \$498,825$$

$$\text{Total} \quad \$206,145 + \$498,825 = \$704,970 + 35\% = \$951,710$$

E (FY19) Assumes new hires will be onboard for the entire fiscal year. Salary calculations are based on the annual salary for the described grades as of January 2017 for an employee in Washington, D.C., plus grade increases for the FY18 new hires. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment 4 for further details.

GS 9/1	$\$274,860 + \$57,690 = \$332,550$
GS 11/1	$\$665,100 + \$132,100 = \$797,200$
Total	$\$332,550 + \$797,200 = \$1,129,750 + 35\% = \$1,525,163$

F (FY18) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,863,134 - \$0 - \$0 - \$92,302,143 - \$951,710 = \$4,609,281$$

F (FY19) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,906,351 - 0 - 0 - \$92,302,143 - \$1,525,163 = \$4,079,045$$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$$\$7,000 \times 603 \text{ on-boards} = \$4,221,000$$

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\begin{aligned} \$7,000 \times 30 &= \$210,000 \\ \$4,221,000 - \$210,000 &= \$4,011,000 \end{aligned}$$

I (FY18). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access. Cost for 9 months is \$5,250.

$$\$5,250 \times 15 = \$78,750$$

I (FY19). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted new hires.

$$\$7,000 \times 15 = \$105,000$$

J (FY18) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$78,750 = \$131,250$$

J (FY19) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$105,000 = \$105,000$$

FY18 Projected Savings with VERA/VSIP

$$\$4,609,281 + \$131,250 = \$4,740,531$$

FY19 Projected Savings with VERA/VSIP

$$\$4,079,045 + \$105,000 = \$4,184,045$$

XIV. Region 1

Business Case

Region 1 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts/goals in three areas: consolidate/reduce administrative support; reduce/restructure highly graded positions; and restructure positions to focus on technical and programmatic priorities and core business functions.

Region 1 employs 567 non-term employees. Currently, 137 (24%) of our workforce is eligible for a Regular Retirement, and 201 (36%) of our workforce is eligible for an Early Retirement. While we have made good progress in shaping a workforce to meet our mission's objectives, the region's continued low attrition ranging from 3% to 4% per year has slowed our efforts to restructure the workforce and achieve efficiencies. Using a strategic but narrow approach to identifying eligible positions in each Division, we believe that VERA/VSIP can accelerate our workforce restructuring goals. Region 1 senior leaders have determined that offering VSIP in conjunction with VERA will increase our ability to meet these goals.

Region 1 will offer a total of 36 VERA/VSIP opportunities to 112 positions which are eligible for either a Regular Retirement or an Early Retirement. Region 1 will not be offering VSIP to employees not currently eligible for Regular Retirement or an Early Retirement, as management has determined, with our narrow approach, the skill sets and positions established are needed to support mission objectives. The estimate of total number of employees in the region to take an early retirement is seven.

Administrative and Support Functions: As the region adopts new technologies, employs Lean principles to our operations, and centralizes certain functions, our administrative and support needs continue to change. In the case of the VERA/VSIP opportunities offered to administrative and support functions, the remaining work will be pooled or absorbed with existing positions, or restructured into lower graded, part-time positions.

Region 1 will offer a maximum of 5 VERA/VSIP opportunities to 9 individuals/positions in the Boston, Massachusetts location.

Reduce and/or Restructure Highly Graded Positions: Region 1 plans to reduce the number of high graded technical experts and senior policy advisors to better reflect the current priority work. For emerging priority needs, the region will work with our SSC to restructure technical expert positions and senior policy advisors consistent with classification standards used across the agency. In instances where the position is eliminated, remaining work will be redistributed to grade appropriate positions, or the position may be reclassified at a lower grade level and considered for reassignment. To support a greater balance of grade levels across the region we may consider entry-level hiring for positions needing new skill sets or expertise not readily available within the region.

Region 1 will offer a maximum of 12 VERA/VSIP opportunities to 27 individuals/positions: 3 VERA/VSIP opportunities to employees in Chelmsford, MA; and 9 VERA/VSIP opportunities to employees in Boston, Massachusetts location.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP	
36 of Targeted Positions for VSIP x \$25,000	\$ 900,000
Annual Leave Pay Out for 36 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 665,219
Total Maximum Direct Costs	\$ 1,565,219

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	93,872,740 *	96,233,640
B. VERA/ VSIP Payout Cost	900,000	
C. Leave Payout Cost	665,219**	
D. Post VERA/VSIP Annual Payroll Cost	88,301,517***	90,662,416
E. Payroll for # New Hires	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	4,006,004	5,571,223
G. Pre-VERA/VSIP Annual WCF Cost	2,774,000	
H. Post VERA/VSIP Annual WCF Cost	2,630,000	
I. WCF for # New Hires	0	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	144,000****	
Projected Savings with VERA/VSIP (F + J)	4,150,004	5,571,223

XV. Region 2

Business Case

Region 2 proposes to extend a maximum of 30 VERA/VSIP offers, up to 27 to employees with a New York, NY duty station and up to three to employees with an Edison, NJ duty station. These fall into three of the six major themes identified by the agency. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

- Consolidate and streamline functions/activities/reduce number of programs.
- Restructure or reduce highly-graded supervisory or non-supervisory positions.
- Consolidate or Reduce Administrative or Support Functions.

The estimated number of employees expected to take early retirement is eight to 10. This assumes that 1) a majority but not all of slots will be taken; and 2) employees eligible for regular retirement will have service computation dates that have the effect of precluding some offers to less senior VERA-eligible applicants. Region 2 intends for employees in targeted positions to be included in the offer pool regardless of whether they are eligible for VSIP and regular retirement, VERA/VSIP, or VSIP only.

Absent a VERA/VSIP, we would anticipate no involuntary actions of an adverse nature; some employees would need to be reassigned. We do not anticipate undertaking a reorganization following

the implementation of this VERA/VSIP proposal. Therefore, we are providing a single set of organization charts. The theme-based paragraphs above convey a sense of how the region would operate with certain positions eliminated and others filled at lower grades, different series, or with a different set of programmatic responsibilities. We anticipate that personnel actions as a result of VERA/VSIP implementation would include a modest number of reassignments, details, and merit promotions. We may also proceed with external hires at the entry level based on feasibility and degree of need.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 750,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions} *	\$ 506,928
Total Maximum Direct Costs	\$ 1,256,928

Table B – Estimated Savings for FY 2018 through FY 2019		
	<i>FY 2018 Estimate</i>	<i>FY 2019 Estimate</i>
A. Pre-VERA/VSIP Annual Payroll Cost*	\$ 122,506,481	\$ 125,262,877
B. VERA/ VSIP Payout Cost	\$ 750,000	\$ -
C. Leave Payout Cost	\$ 506,928	\$ -
D. Post VERA/VSIP Annual Payroll Cost	\$ 118,030,977	\$ 120,675,485
E. Payroll for # New Hires **	\$ 577,588.44	\$ 1,155,177
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 2,640,988	\$ 3,432,215
G. Pre-VERA/VSIP Annual WCF Cost ***	\$ 3,887,000	\$ 3,887,000
H. Post VERA/VSIP Annual WCF Cost ***	\$ 3,767,000	\$ 3,767,000
I. WCF for # New Hires	\$ 60,000	\$ 60,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 60,000	\$ 60,000
Projected Savings with VERA/VSIP (F + J)	\$ 2,700,988	\$ 3,492,215

XVI. Region 3

Business Case

Region 3 is requesting VERA/VSIP authority to increase its flexibility in implementing efficiency measures by eliminating positions, restructuring positions and reassigning staff to priority programs. The region is currently at FTE ceiling. The current attrition rate of 3-4% annually, would not allow the region to pursue the efficiency measures without VERA/VSIP incentives. To achieve the reductions needed to implement the efficiency measures, VERA/VSIP will be offered to employees in most job

series and grades within targeted levels. The region is not proposing to reorganize as a result of VERA/VSIP however it is anticipated that reassignments and limited merit promotion actions will be required as a result of the VERA/VSIP. Future reorganizations would be based on outcomes from new initiatives and policy directions and the response to VERA/VSIP. The region is proposing the following actions to increase efficiency and effectiveness of agency programs and regional operations:

1. Delayering.

On average, the supervisor to staff ratio in the region is 1:8. The ratios vary widely by Divisions and there are opportunities to reorganize functions in order eliminate supervisory positions and decrease supervisory layers. In addition, an increased focus on scientific positions has reduced the need for Supervisory Environmental Protection Specialists.

2. Consolidate or reduce administrative functions.

Improvements in technology and decreased dependence on paper has made many traditional administrative and clerical functions obsolete. By offering VERA/VSIP to all grades in the administrative and clerical series, these support functions can be consolidated.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

The region has over 85 non-supervisory GS-14/15 positions. Offering VERA/VSIP to all eligible staff in this population will help reduce the number of GS-14 and 15 employees. Remaining non-supervisory GS-14/15s can be reassigned to vacated supervisory positions where suitable.

Forty percent of the region is a GS-13. While there is a need to maintain higher graded staff to provide leadership and subject matter expertise to programs, the region is weighted heavily in higher grades. Through attrition gained by VERA/VSIP, the region will restructure functions and reassign work to the existing positions. The region has over 100 interdisciplinary scientists at the GS-07/09/11/12 level who can be reassigned to new functions to fill critical areas. These entry level staff will benefit from cross training early in their career and build the capability of the next generation of agency leaders. The region does not anticipate filling any of the positions with external candidates, though there may be opportunities for reassignments and merit promotion actions within the existing workforce.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. These functions are filled by staff in a range of positions, series and grades. By offering VERA/VSIP widely, staff remaining in these functions can be shifted to new program requirements.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 3,975,000

Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the GS-13/6 x 240 x 159 of Targeted Positions}	\$ 2,175,120
Total Maximum Direct Costs	\$ 6,150,120

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$116,497,924	116,497,923
B. VERA/ VSIP Payout Cost*	-\$ 3,975,000	\$0
C. Leave Payout Cost*	-\$ 2,175,120	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$111,000,434	\$111,000,434
E. Payroll for # New Hires**	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions*** (F = A – B – C – D - E)	\$11,647,610	\$5,497,490
G. Pre-VERA/VSIP Annual WCF Cost	\$1,257,660	\$1,257,660
H. Post VERA/VSIP Annual WCF Cost	\$1,205,055	\$1,205,055
I. WCF for # New Hires	0	0
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$52,605	\$52,605
Projected Savings with VERA/VSIP (F + J)	\$11,700,215	\$5,550,095

Assumptions:

*No payroll will be expended in FY'18 to support Voluntary Incentive Payments or Leave payouts.

**No external vacancies will be created as a result of eliminating 35 positions through VERA/VSIP.

***Payroll savings estimate is based on the elimination of 35 positions at the GS-13/6 level in the Philadelphia locality with a 32% benefit rate (\$157, 014/employee).

XVII. Region 4

Business Case

As Region 4 continues to acquire the skills needed to perform current and emerging technical, analytical and programmatic work of the organization, we will need skill sets that are multidisciplinary, highly analytical, creative, and flexible. Building on our FY 2014 VERA/VSIP efforts in restructuring the workforce to create a higher-performing organization, we will utilize these authorities to continue to focus on optimizing our workforce in support of the agency's and region's mission critical priorities. The VERA and VSIP authorities will allow region 4 to continue to garner efficiencies and better serve customers. Region 4 will align grade levels and restructure the workforce to recruit new skills and competencies in support of evolving agency needs and mission critical core programs; and, meet technical, operational, financial, and programmatic challenges facing the organization. This will include providing training and assistance to our state counterparts and addressing critical infrastructure needs within the region, in addition to, increasing the number of employees trained and working in core program areas (i.e., biological sciences, environmental engineering, physical sciences, and project

management) while reducing certain administrative/clerical series and other functions related to non-core program work.

Region 4 will reduce positions which are obsolete and/or do not provide optimum flexibility in staffing environmental programs, technical, mission support, information and operations positions. Readjusting priorities, we will have the opportunity to recruit skills to meet emerging technical and programmatic needs. In consolidating position functions into other technical positions, we will improve flexibility and increase efficiency of core mission functions. We will reshape the workforce where the demand for specific skills is no longer there, place expertise in needed areas; and, recruit at lower grades where gaps are identified.

Region 4 has been a leader in working with state and private partners to develop tools to increase the capacity of state and local governments to adopt and implement more efficient policies, practices and incentives. In continuing cooperative federalism, we intend to take advantage of the efficiencies created by those tools, including technology, information and collaborative problem solving. Our partnership with states and tribes will allow us to focus efforts to realign resources, streamline and merge functions across the organization, reduce redundancies and subsequently strengthen our support of state and tribal functions.

Region 4 continues to evaluate opportunities for consolidation or realigning resources for compliance and enforcement activities. The region has identified opportunities to achieve near term workforce reductions to achieve a more efficient and focused enforcement and compliance program. Region 4 will capitalize on workforce reductions to create more efficiencies by aligning with the agency's strategic direction and support efforts to manage shortfalls in extramural funding experienced over the past few years. Priorities will be realigned with personnel focusing efforts on addressing high risk sites and on economic redevelopment possibilities. The region will continue to reallocate resources to achieve completion of site clean ups through fund lead or enforcement lead work. As a result, it is anticipated that the efforts will lead to program efficiencies and further streamline program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals.

As positions are vacated, Region 4 will review to determine appropriate restructuring. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties and grade level(s) appropriate for the scope of work performed. In some cases, the duties of a vacated position may be reassigned to another position.

The aforementioned efforts will facilitate strategic workforce planning to ensure mission critical positions are filled and hiring priorities are adjusted to correct any anticipated significant competency gaps within the organization.

Budget Information

Table A – Direct Costs for VERA/VSIP	
26 of Targeted Positions for VSIP x \$25,000	\$ 650,000
Annual Leave Pay Out for 26 of Targeted Positions for VERA, Optional Retirement or Resignation	\$ 400,563

{Hourly rate based on the average grade and step of the targeted pool x 320 x 26 Targeted Positions}	
Total Maximum Direct Costs	\$1,050,563

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$129,607,885	\$133,359,037
B. VERA/ VSIP Payout Cost	\$650,000	
C. Leave Payout Cost	\$400,563	
D. Post VERA/VSIP Annual Payroll Cost	\$125,967,885	\$129,613,687
E. Payroll for 15 New Hires	\$884,820	\$1,813,881
F. Payroll Savings for 26 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,704,617	\$1,931,469
G. Pre-VERA/VSIP Annual WCF Cost	\$4,059,000	\$4,059,000
H. Post VERA/VSIP Annual WCF Cost	\$3,942,000	\$3,942,000
I. WCF for 15 New Hires	\$33,750	\$67,500
J. WCF Savings for 26 VERA/VSIP Targeted Positions (J = G – H – I)	\$83,250	\$49,500
Projected Savings with VERA/VSIP (F + J)	\$1,787,867	\$1,980,969

XVIII. Region 5

Business Case

Both the VERA and VSIP opportunities will be offered to a maximum of 79 employees in targeted occupations, and grade levels located within EPA Region 5. Region 5 will target 182 positions and a maximum of 79 offers will be made. Decisions on who receives VERA and VSIP will be prioritized based upon the employee's permanent official position of record, occupational series, and grade level.

Our shifting mission requirements and need for efficiencies require the region to reduce, rebalance, and restructure our workforce in a manner not possible through current attrition rates, which have averaged about 4%, without the use of VERA/VSIP. Region 5 is seeking VERA/VSIP authority to focus on ensuring that critical positions and job series are maintained and occupied with employees with the appropriate skills to meet our mission. Opportunities to gain efficiencies through consolidation and restructuring to increase the staff to supervisory ratio while rebalancing the top-heavy specialist positions into entry-level generalist positions are described in detail below.

Information Required for VERA and VSIP Requests

As part of our planning process, we reviewed our workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reshaping to accommodate shifting priorities in the agency and within the region. In addition to targeting positions that will be eliminated, we plan to use VERA and VSIP to target organizations and/or job series that could provide efficiency opportunities by moving to broader scientist/engineer series by restructuring higher graded specialist positions. This should provide for flexibility in the workforce regardless of budget constraints. We plan to reduce and restructure our workforce through a multi-pronged approach of consolidating duties, reducing branches and sections within most divisions/offices, and addressing the changing nature of workforce skill requirements.

Region 5 has a substantial number of employees eligible for optional retirement and an even higher number of VERA-eligible employees. However, given our low attrition rate and the fact that many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility, we are requesting authority to offer VERA with VSIP to supplement our number in order to reach our goal of 79 voluntary separations.

Offering VERA with VSIP is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and gain the skillsets needed to meet current and future mission needs.

VERA Specific Information

Region 5 employs 1,075 permanent employees. There are 244 employees currently eligible for retirement, with an additional 42 becoming eligible by the end of this calendar year. There are 278 employees eligible for VERA under the plan, with an additional 3 becoming eligible by the end of the calendar year. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is nine (9).

As a result of the agency's need for VERA, Region 5 anticipates the following personnel actions may be necessary:

- Directed reassignments
- Details
- Temporary promotions
- Voluntary separations
- Abolish and/or reclassify positions

Budget Information

The estimated direct maximum costs associated with VERA and VSIP is \$3,227,877. Table A provides details of the direct costs associated with VERA and VSIP. Savings projected through FY 2019 as a result of the VERA and VSIP are estimated to be nearly \$12 million. Table B provides the detailed calculations of the savings achieved in FY 2018 and FY 2019. The savings will be used to meet Region 5's ongoing program goals and responsibilities.

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 4)	
79 Targeted Positions for VSIP X \$25,000 (maximum cash buy-out)	\$1,975,000
Annual Leave Buyout for 79 Targeted Positions for VERA, Optional Retirement or Resignation (\$49.56 per hour X 320 hours X 79)	\$1,252,877
Total Maximum Direct Costs	\$3,227,877

Table B - Estimated Savings for FY 2018 through FY 2019

	Estimated FY 2018 Savings	Estimated FY 2019 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)	\$152,765,000	\$152,765,000
B. VSIP Buyout (\$25,000 X 79)	\$1,975,000	\$0
C. Leave Payout Estimate (presumes 320 hours at GS-12 Step 10 salary \$49.56/hour)	\$1,252,877	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$141,385,050	\$141,385,050
E. Payroll for New Hires	\$0	\$0
F. Payroll Savings (F = A – B – C – D – E)	\$8,152,073	\$11,379,950
G. Pre-VERA/VSIP Annual WCF Cost	-	-
H. Post VERA/VSIP Annual WCF Cost	-	-
J. Working Capital Fund Savings*	\$316,000	\$316,000
Total Projected Savings with VERA/VSIP (F + J)	\$8,468,073	\$11,695,950

XIX. Region 6

Business Case

Region 6 proposes a broad VERA/VSIP offering to over 200 of our current on-board employees in anticipation of a restructuring of organizational components, consolidation of functions, and layering of management to achieve both near-term workforce reductions and to establish a more efficient organization better aligned to accomplish the agency's strategic direction. Region 6 identified 147 maximum offers that will be made under the VERA/VSIP program, and will extend those offers to employees in all job series and grades within targeted levels, consistent with our goal of fully utilizing the VERA/VSIP programs to reshape our organization. Region 6 is proposing the following actions to increase efficiency and effectiveness of agency core environmental programs and regional operations:

1. Delaying.

Region 6 has identified opportunities to organize our functions and organizations in order to eliminate supervisory positions and decrease supervisory layers. Organizational options to delay our organization will be identified at the completion of the VERA/VSIP program when a better understanding of vacated positions is known. Therefore, future organizational charts will not be submitted at this time.

2. Consolidate or reduce administrative functions.

As a result of Region 6's use of technology improvements, online collaborative tools and decreased dependence on paper, many traditional administrative and clerical functions are becoming obsolete. By offering VERA/VSIP program to all grades in the administrative and clerical series, these support functions can be more efficient through consolidation and savings can be focused on priority work.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the region. Approximately 47% percent of the region's employees are

GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work. Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to align our organization and workforce with priority work. These functions are filled by staff in a range of positions, series and grades. By offering the VERA/VSIP program broadly, Region 6 will be able to both direct employees toward new program requirements and invest savings to priority program areas.

5. Restructure to focus on STEM/programmatic priorities

Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to focus on core scientific requirements and programmatic priorities necessary to accomplish the agency's mission. Region 6 intends to focus on STEM disciplines to better align our workforce with the agency priorities related to essential technical work and invest savings in these areas.

6. Consolidate and streamline functions/activities/reduce number of programs

Region 6 has identified opportunities to utilize the VERA/VSIP program to generate savings through consolidation and streamlining our work. By offering the VERA/VSIP program, Region 6 will be able to realize gains in efficiencies, improve integration with state and tribal partners, and invest savings to priority program areas.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP (147) x \$25,000	\$3,675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	147x\$56.96x240 = \$2,009,549
Total Maximum Direct Costs	\$5,684,549

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate*	FY 2019 Estimate*
A. Pre-VERA/VSIP Annual Payroll Cost	\$110,262,130	\$111,364,840
B. VERA/ VSIP Payout Cost	\$3,744,825	\$3,782,273
C. Leave Payout Cost	\$2,047,730	\$2,068,207
D. Post VERA/VSIP Annual Payroll Cost	\$88,822,271	\$89,710,565
E. Payroll for # New Hires (127 in FY 18 GS-9 step 1)	\$6,839,102	\$6,907,493
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$8,808,202	\$8,896,302

G. Pre-VERA/VSIP Annual WCF Cost	\$4,237,002	\$4,279,372
H. Post VERA/VSIP Annual WCF Cost	\$3,413,141	\$3,447,272
I. WCF for # New Hires (127 in FY 18, GS-9 step 1)	\$711,772	\$718,890
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$112,089	\$113,210
Projected Savings with VERA/VSIP (F + J)	\$8,920,291	\$9,009,512

XX. Region 7

Business Case

Region 7's low attrition rate (around 4%) will not generate enough attrition to create a sufficient number of vacancies to rebalance and reshape our workforce. In order to avoid the use of more drastic authorities, Region 7 would like to utilize VERA and VSIP to reduce the level of full time employee equivalents.

Targeting decisions were made by senior managers based on the specific mission needs required to reshape the Region 7 workforce with new skills and competencies. Through attrition gained by VERA and VSIP, we expect fewer higher graded positions and the most complex work (i.e., GS-13 level and above) will be reassigned to remaining higher graded positions in order to concentrate this work into fewer positions. In addition to creating more workforce balance between higher and lower graded positions, our restructuring is expected to introduce enhanced integration of multimedia approaches and advanced technology skills to more efficiently and effectively implement program objectives.

Region 7 will offer a total of 45 VERA/VSIP opportunities up to 168 non-SES positions which are eligible for either a regular retirement or an early retirement. The following occupational series are not the focus for VERA/VSIP in Region 7: SES, GS-510, GS-511, GS-1102, GS-1109, GS-2210 as well as Phased Retirees. Region 7 will not be offering VSIP to employees not currently eligible for regular retirement or an early retirement. As with other federal workforce restructuring authorities, the agency has the ability to reassign employees to minimize the impact of its restructuring efforts.

Region 7 will use these authorities in three focused themes to help transform the workforce:

- Restructure or reduce highly graded supervisory and non-supervisory positions at the GS-13 through GS-15 grade levels, across all divisions and geographic locations within Region 7 to meet our changing mission requirements and move to new models of work. The change in program priorities of the agency and the region has decreased the need for many specialized non-supervisory positions. The work of the non-supervisory positions can be consolidated, eliminated, or redistributed to lower-graded positions.
- Restructure to focus on core business functions in our regional programmatic support positions at the GS-9 through GS-15 grade levels, supervisory and non-supervisory positions, across all divisions within the Kansas and Missouri offices to more efficiently and effectively implement program objectives. Restructuring some of the positions performing these functions could reduce redundancies and promote greater efficiencies.
- Consolidate or reduce administrative or support functions positions at the GS-6 through GS-11 grade levels across all divisions in the Kansas offices to better align with current and projected workload needs. Region 7 may realign administrative support resources and combine functions to capitalize on efficiencies and for enhancing the positions with new skills and competencies.

Region 7 will be in a position to pursue additional administrative support consolidation scenarios, or at the very least, will continue to consolidate the administrative support functions into fewer positions.

Region 7's goal is to reduce the overall workforce from 497 permanent employees to 452 permanent employees for FY 2017. VSIP opportunities will be offered to up to 45 employees. The estimate of the total number of employees in Region 7 who are expected to take early retirement is 10.

Specific Region 7 Divisional Plans:

Superfund Division

- 3 Remedial Project Manager positions within 1301 occupational series will be safe positions.
- 1 On Scene Coordinator and 2 Remedial Project Manager (total of 3) positions within 819 occupational series will be safe positions.
- Maximum offers up to 2 RPMs and 2 OSCs.

Budget Information

Table A – Direct Costs for VERA/VSIP	
45 of Targeted Positions for VSIP x \$25,000	\$1,125,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {\$45.16 x 240 x 45 of Targeted Positions}	\$ 488,000
Total Maximum Direct Costs	\$1,613,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$63.00M	\$63.00M
B. VERA/ VSIP Payout Cost	\$1.13M	0
C. Leave Payout Cost	\$.49M	0
D. Post VERA/VSIP Annual Payroll Cost	\$57.20M	\$58.63M
E. Payroll for # New Hires	\$.39M	\$.40M
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 3.79M	\$ 3.97M
G. Pre-VERA/VSIP Annual WCF Cost	\$ 2.40M	\$ 2.40M
H. Post VERA/VSIP Annual WCF Cost	\$ 2.22M	\$ 2.23M
I. WCF for # New Hires	\$.01M	\$.01M
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$.17M	\$.16M
Projected Savings with VERA/VSIP (F + J)	\$ 3.96M	\$ 4.13M

XXI. Region 8

Business Case

As of May 1, 2017, Region 8 employed 525 full-time, permanent employees. Approximately 97 of our employees are retirement eligible and additional 127 employees are eligible for VERA. This VERA/VSIP proposal targets a total of 64 positions and sets forth a maximum total number of 8

VERA/VSIP offers in the Region 8 duty stations of Denver, CO; Laboratory in Golden, CO; Pierre, South Dakota and Butte, Helena and Libby, MT. The estimated total number of employees who will take early retirement is 6. No employees would be involuntarily separated, downgraded or transferred as a result of this proposal. The maximum number of employees who would be involuntarily reassigned is 34. Any reassignments would be the result of consolidation of units through the reduction in the number of supervisory positions. A small number of reassignments or hires could be needed in future fiscal years to fill positions which are restructured as a result of this proposal.

Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below positions; a decrease in GS-13 and above positions; and a significant shift away from support positions. The region's intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited number of higher graded positions. VERA and/or VSIP will be offered to eligible employees where opportunities exist to achieve these reshaping goals.

Region 8 will use both the VERA/VSIP authorities to make near-term workforce adjustments. The region will offer VERA and/or VSIP to all eligible employees in the following categories:

- All non-supervisory GS-14 and GS-15s except attorneys, public affairs specialists, and toxicologists in order to restructure and consolidate highly graded non-supervisory positions. A maximum of 2 VERA or VSIP offers will be made in this category. Through attrition gained by VERA/VSIP, the region will reassign the most complex work (i.e., GS-14 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11/12/13 positions.
- All supervisory GS-14 and GS-15 supervisory environmental protection specialists in order to restructure supervisory positions. A maximum of 4 VERA or VSIP offers will be made in this category. Offers will only be accepted on a case-by-case basis. Where possible, the region will take the opportunity to consolidate units in order to improve supervisory to staff ratios. If this is not possible, due to staff size or the nature of the work of the unit, the region will restructure these positions to one of the professional series, such as physical scientist or environmental engineer. Offers will not be made in situations where neither unit nor position restructuring is possible.
- All administrative officers and environmental protection assistants in order to consolidate administrative functions. A maximum of 2 VERA or VSIP offers will be made from this category. Work will be reassigned to existing administrative staff or eliminated, as appropriate.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A - Direct Costs for VERA/VSIP
Targeted Positions (See details in Attachment 1)

Targeted Positions for VSIP X \$25,000 (maximum cash buy-out) ¹	\$200,000
Annual Leave Buyout for 8 Targeted Positions for VERA, Optional Retirement or Resignation	\$175,181 ²
Total Maximum Direct Costs	\$375,181

Table B - Estimated Savings for FY 2018 through FY 2020				
	FY 2017 Payroll	Estimated FY 2018 Savings ³	Estimated FY 2019 Savings	Estimated FY 2020 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)*	\$76,360,459	\$78,956,715	\$80,930,632	\$82,953,898
B. Payroll Savings (Payroll for 8 VERA/VSIP targeted positions with 9/30/17 Buyout Date with 0% of year remaining in 2017) ⁴	\$0	(\$1,554,474) ⁵	(\$1,593,335)	(\$1,633,169)
C. Working Capital Fund Savings	\$0	(\$33,088)	(\$33,915)	(\$34,763)
D. VSIP Buyout (\$25,000 X 8)	\$200,000	\$0	\$0	\$0
E. Leave Payout Estimate (presumes 320 hours at GS 14/10 average salary)	\$175,181	\$0	\$0	\$0
F. Total Costs (A+B+C+D+E)	\$76,735,640	\$77,369,153	\$79,303,382	\$81,285,966
G. Total Projected Savings with VERA/VSIP (A-F)	(\$375,181)	\$1,587,562	\$1,627,250	\$1,667,932

XXII. Region 9

Business Case

For specific organizations and designated positions located in San Francisco, CA, Region 9 will use the VERA/VSIP authorities to decrease the number of supervisory positions, reduce highly-graded non-supervisory positions, and streamline administrative support, STEM and other administrative and program operations by consolidating, reducing and restructuring positions to achieve workforce reductions in the following areas.

VERA & VSIP Categories and Specific Positions

For positions located in San Francisco, CA, the following categories and specific positions are included in Region 9's VERA/VSIP request.

¹ Maximum of 8 positions

² Assumes 320 hours of leave at the GS-14 Step 10 level for 8 positions

³ Payroll costs are assumed to increase 3.4% in FY18 and 2.5% in FY19 and FY20.

⁴ Reimbursable and special accounts are excluded.

⁵ Savings estimates are based on 8 GS-14 Step 10 positions due to the predominant grade levels of the positions being offered.

Delaying (increasing supervisor-to-staff ratio): Pending the completion of a regional review of all supervisory positions, we will achieve workforce reductions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape the Public Affairs Office by one Supervisory Public Affairs Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.
- Environmental Management Division: Reduce and reshape the Infrastructure Services Branch by one Supervisory Information Technology Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.

Consolidate or reduce administrative or support functions: To improve administrative support functions through consolidation, we will reduce and reshape positions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape administrative support positions within the Immediate Office by one Administrative Specialist position.
- Water Division: Reduce and reshape the administrative support team by three Environmental Protection Assistant positions including one position at the GS-7 level and two positions at GS-8 level.

Restructure or reduce highly-graded non-supervisory positions: Reduce and reshape highly-graded non-supervisory positions in the following organizations.

- Enforcement Division. Reduce and reshape two non-supervisory Environmental Protection Specialist positions including one GS-14 position and one GS-15 position. These positions will be restructured to lower-graded positions aligned to the agency's program priorities.
- Superfund Division. Reduce and restructure one non-supervisory Environmental Scientist (On-Scene Coordinator) position in the Emergency Response Section with promotion potential limited to the GS-13 level.

Restructure to focus on STEM/programmatic priorities: Reduce and reshape STEM and program specialist positions to align with new environmental program priorities in the following organizations.

- Enforcement Division. Reduce and reshape positions to establish a more efficient and effective Federal enforcement and compliance program aligned with the agency's strategic direction across all program job series including:
 - Environmental Protection Specialist positions including one GS-12 and four GS-13 graded positions. The reductions will be used to reassign staff to new program priorities. STEM positions including two Environmental Engineer positions and two Environmental Scientist positions. The reductions will be used to reassign staff to new program priorities.
- Superfund Division. Reduce and reshape positions to establish a more efficient and effective emergency and remedial response programs to meet new program directions including:
 - Restructuring one On-Scene Coordinator position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reduction will allow us to reassign staff to align with program activities. Restructuring one Remedial Project Manager position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reductions will be used to reassign staff to align with program activities.

- Environmental Management Division. Reduce and reshape the environmental management system program within the Infrastructure Branch by one Environmental Scientist, GS-13 position. The reduction will be used to reshape and realign program activities within the region.

Consolidate and streamline functions/activities

- Office of Regional Counsel: Reduce two non-supervisory Attorney-Advisor positions including one position at the GS-14 level and one position at the GS-15 level to realign staffing with program activities.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Post-VERA/VSIP Operations

The VERA/VSIP plan includes a plan to reorganize the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division. Using VERA/VSIP, we have identified two supervisory positions and twenty-two non-supervisory positions across the region. The number of positions scheduled for voluntary separation represents a 3% reduction of the region's workforce. The VERA/VSIP plan identifies the minimum number of positions needed to achieve near term workforce reductions without compromising program commitments.

Following the conclusion of the VERA/VSIP separations, a reorganization plan to restructure the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division will be finalized for implementation. Additionally, the region will assess the workforce separations and implement streamlining plans to consolidate administrative support services, reduce work in non-priority areas, and reassign personnel, as necessary, to perform agency program objectives.

We anticipate processing the following personnel actions to implement restructuring plans:

- Directed Reassignments to balance supervisor-to-staff ratios among remaining supervisors
- Directed Reassignments to realign position assignments to program priorities
- Details
- Abolish no longer needed supervisory or higher-graded positions

Use of VERA and VSIP

The two programs will be used to gain voluntary separations from positions that have been identified for reshaping to gain program efficiencies in the following workforce areas:

- Improving the supervisor-to-staff ratio in designated organizations;
- Consolidating and restructuring of administrative support positions; and
- Restructuring STEM and non-STEM administrative and program positions to align with the agency's program priorities.

VERA Information

Region 9 employs 736 permanent employees of whom 208 are eligible for VERA.

The FY17 Region 9 workforce reduction plan targets 23 positions, which includes 167 permanent employees of whom 45 are eligible for VERA.

The total number of employees in the agency/organization who are expected to take early retirement is estimated to be 6.

Budget Information

Table A – Direct Costs for VERA/VSIP	
23 Targeted Positions for VSIP x \$25,000	\$575,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 23 Targeted Positions} note: (A)	\$300,271
Total Maximum Direct Costs	\$875,271

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost note: (B)	\$114,278,730	\$115,135,821
B. VERA/ VSIP Payout Cost	\$575,000	\$0
C. Leave Payout Cost	\$300,271	\$0
D. Post VERA/VSIP Annual Payroll Cost note: (C), (D)	\$110,335,070	\$111,162,587
E. Payroll for # New Hires	none	none
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$3,068,390	\$3,973,234
G. Pre-VERA/VSIP Annual WCF Cost note: (E)	\$4,420,981	\$4,487,295
H. Post VERA/VSIP Annual WCF Cost	\$4,307,757	\$4,367,374
I. WCF for # New Hires	none	none
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$113,223	\$114,922
Projected Savings with VERA/VSIP (F + J)	\$3,181,613	\$4,088,156

Notes:

- (A) Based on [HYPERLINK "<https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/SF.pdf>"], all grades at step 10.
- (B) Using PPE 4/29/17, based on same pre-VERA/VSIP FTE level, assume 1.5% COLA increase in FY18, 1% COLA increase in FY19.
- (C) Based on all grades at step 10, assume 30% benefits and 1.5% COLA increase for ¾ of FY18.
- (D) Based on all grades at step 10, assume 30% benefits and 1% COLA increase for ¾ of FY19.
- (E) Using FY17 WCF level, assume 1.5% increase in WCF in FY18 and FY19.

XXIII. Region 10

Business Case

Region 10 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts in four areas:

- Restructure to focus on STEM/programmatic priorities;
- Consolidate and streamline functions/activities/reduce the number of programs;

- Restructure or reduce highly-graded supervisory or non-supervisory positions; and
- Consolidate or reduce administrative or support functions.

Region 10 employs 544 non-term employees (including part-time employees). Currently, 118 (22%) of Region 10's workforce is eligible for a Regular Retirement, and 125 (23%) are eligible for an Early Retirement. Region 10 estimates this proposal will achieve greater results and accelerate efficiencies by building on the successful VERA/VSIP processes in FY14 and FY15 in which 53 people (nearly 10% of the workforce) separated. Using a strategic focused approach to identify eligible positions in each Office, the region believes that VERA/VSIP can accelerate its continuing progress on workforce restructuring goals. Region 10 estimates that offering VSIP in conjunction with VERA will increase the region's ability to meet these goals. Region 10 does not plan to offer VSIP to employees not currently eligible for Regular Retirement or Early Retirement, as management has determined that approach will not enable the organization to preserve key skill sets and positions supporting mission objectives. The estimate of the total number of employees in Region 10 who are expected to take early retirement is 10.

Absent a VERA/VSIP, Region 10 anticipates no involuntary actions of an adverse nature, although some employees may need to be reassigned. Region 10's implemented of a significant reorganization in 2016 and does not anticipate undertaking additional reorganization following the implementation of this VERA/VSIP proposal. The theme-based paragraphs below convey a sense of how the region would operate with certain positions restructured, eliminated, or reclassified with a different set of programmatic responsibilities and technical skill sets.

All of the region's offers would be made to individuals holding positions targeted for restructuring or elimination. The region would need to undertake a small number of personnel actions (such as reassignments and/or merit promotions) once those accepting offers have departed to fully implement this plan.

Region 10 proposes to extend a maximum of 19 VERA/VSIP offers among incumbents of 44 targeted positions which are eligible for either regular or early retirement. Duty stations are primarily in Seattle, but also in Richland, WA and Portland, OR. These nineteen planned offers fall into four of the six major themes identified by the agency. Assuming the offers are accepted and positions vacated, the region plans to restructure or eliminate these positions as described in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP 19 x \$25,000	\$ 475,000
Annual Leave Pay Out for 19 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 19 of Targeted Positions}	\$ 224,640
Total Maximum Direct Costs	\$ 699,640

Table B – Estimated Savings for FY 2018 through FY 2019
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	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	75,360,000	75,360,000	75,360,000
B. VERA/ VSIP Payout Cost	475,000		
C. Leave Payout Cost	224,640		
D. Post VERA/VSIP Annual Payroll Cost (less 19 FTE's average cost)	75,360,000	72,517,928	72,517,928
E. Payroll for # New Hires (assume 17 FTE's external to Region 10 by mid-year in FY 18)		1,259,487	2,518,974
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	(699,640)	1,582,585	323,098
G. Pre-VERA/VSIP Annual WCF Cost	2,168,900	2,168,900	2,168,900
H. Post VERA/VSIP Annual WCF Cost	2,168,000	2,091,000	2,091,000
I. WCF for # New Hires (assumes half of WCF costs mid-year in FY 18 - \$2,050 * 17 and full costs \$4,100 * 17 in FY 19)		34,850	69,700
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	2,168,900	43,050	8,200
Projected Savings with VERA/VSIP	(699,640)	1,625,635	331,298

EPA's Responses to OPM's Questions re: VERA/VSIP

For all positions covered by EPA's request, if a position is vacated under VERA/VSIP the organization must restructure the position as follows before refilling the position:

- Change from supervisory to non-supervisory.
- Decrease the grade and/or full performance level (i.e., at least one grade level lower than the current position).
- Change the series of the position.
- Significantly change the duties of the position (at least 25%) if the series and grade are to remain the same (i.e., the incumbent who vacated could not be expected to learn how to perform these new duties within a reasonable amount of time. The servicing Human Resources Shared Service Center will determine if the change in duties are significant.

This is the same criteria the agency uses when tracking post-VERA/VSIP hires to ensure programs and regions are adhering to the plans they put forth to reshape their workforce.

Office of the Administrator (AO)

-Describe how the positions will be restructured under the VSIP plan.

EPA: Addressed above

-Indicate new FPL for positions targeted for restructure, with same title, series, but lower grades.

EPA: Addressed above

-Realign function; please describe how the position will be restructured under the plan.

EPA Targeted Position Chart, Column R, Row 7, states the position is to be restructured.

Column T, Row 7, has been updated accordingly.

-Detail staff rather than permanent staff. Not clear. Will the position be eliminated or restructured? 5 U.S.C. 3521 and part 576

EPA Targeted Position Chart, Column R, Row 50, states the position is to be restructured.

Column T, Row 50, has been updated accordingly.

Office of Air and Radiation (OAR)

-Please describe which position will be targeted for elimination or restructure under the VSIP plan.

EPA: This information is captured in the EPA Targeted Position Chart, Tab OAR, Columns, A and F through R.

Office of Administration and Resources Management (OARM)

-Please describe which position will be targeted to be eliminated or restructure under the plan.

EPA: This information is captured in the EPA Targeted Position Chart, Tab OARM, Columns, A, B and G through S.

Office of the Chief Financial Officer (OCFO)

-Please describe the positions to be eliminated or restructured under the VSIP plan.

EPA: This information is captured in the EPA Targeted Position Chart, Tab OCFO, Columns, A and F through T.

Office of Chemical Safety and Pollution Prevention (OCSPP)

-Describe the specific positions to be eliminated or restructured under the plan. 5 U.S.C. 3522

EPA: This information is captured in the EPA Targeted Position Chart, Tab OCSPP, Columns, A and F through S. Rows 107-110 captures footnotes explaining the columns above:

***Total max number of offers is accurate but the detailed lines are not filled out because positions do not match up one for one. Descriptions are in column S.

Columns Q & R are not filled out because again, they do not match up one for one. The only positions in our package that OCSPP plans to eliminate at this time are GS-0303 and they are marked in column R. Others will be reviewed and evaluated if vacated (i.e., restructured and filled, if possible).

Office of Enforcement and Compliance Assurance (OECA)

-Describe the specific positions to be eliminated or restructured under the plan. 5 U.S.C. 3522

EPA: OECA will accept VERA/VSIP applications for eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators. The program needs to consolidate and streamline functions/activities/reduce number of programs. OECA plans to restructure 25 positions to meet changing agency priorities and eliminate 26 positions to address longstanding shortfalls in extramural and other non-pay accounts. Due to its unique circumstances, it has identified restructuring and elimination not according to each position, but by function (STEM positions, programmatic positions, administrative support positions, IT, etc.). For each functional group, OECA has identified how many positions it needs to restructure or eliminate to meet its reshaping goals.

This information is captured in the EPA Targeted Position Chart, Tab OECA, Columns, A and F through S.

Office of Environmental Information (OEI)

-Describe the specific positions to be eliminated or restructured under the plan 5 U.S.C. 3522

EPA: This information is captured in the EPA Targeted Position Chart, Tab OEI, Columns, A through C and I through U.

Office of General Counsel (OGC)

-Describe the specific positions to be eliminated or restructured and how, under the VSIP plan.

EPA: This information is captured in the EPA Targeted Position Chart, Tab OGC, Columns, A and F through R. The EPA Prog and Reg Business Case document, pg. 19 addresses how. Restructuring as noted above.

Office of International and Tribal Affairs (OITA)

-Describe the specific positions to be restructured and how, under the VSIP plan. 5 U.S.C. 3522

EPA: This information is captured in the EPA Targeted Position Chart, Tab OITA, Columns, A and F through Q. The EPA Prog and Reg Business Case document, pg. 20-21 addresses how. Restructuring as noted above.

Office of Land and Emergency Management (OLEM)

-Describe the specific positions targeted to be restructured and how. 5 U.S.C. 3522

EPA: This information is captured in the EPA Targeted Position Chart, Tab OLEM, Columns, A and F through R. The EPA Prog and Reg Business Case document, pg. 23-25 addresses how. Restructuring as noted above.

Office of Research and Development (ORD)

-Describe the specific positions targeted to be eliminated or restructured and how. 5 U.S.C. 3522

EPA: This information is captured in the EPA Targeted Position Chart, Tab ORD, Columns, A and F through R. The EPA Prog and Reg Business Case document, pg. 26-27 addresses how. Restructuring as noted above.

Office of Water (OW)

-Describe how the targeted positions will be restructured.

EPA: The EPA Prog and Reg Business Case document, pg. 28-29 addresses how. Restructuring as noted above.

Region 1

-Describe how the targeted positions will be restructured.

EPA: The EPA Prog and Reg Business Case document, pg. 33 addresses how. Restructuring as noted above.

Region 2

-Only targeted positions that are restructured under the VSIP plan can be backfilled.
-Employees cannot be targeted under the VSIP plan, only positions that are surplus for reshaping.

- Describe how the targeted positions will be restructured.
- Positions targeted for recruitment purposes at lower grade levels with the same titles, series and FPL is not restructuring.

EPA: This information is captured in the EPA Targeted Position Chart, Tab Region 2, Columns, A and I through V. Specifically, Columns T and U address which positions will be restructured or eliminated. None of the positions marked as "to eliminate" in Column U have a corresponding backfill note in Column V. Names have been removed from Column V, Row 41. Restructuring as noted above. The position can be considered restructured at the same series and grade (or FPL) if the duties are *significantly* changed. Please see the agency criteria for restructuring above. The agency HR operational offices make the determination (via classification specialists) that a position has significantly changed in order to be considered restructured.

Region 3

- Describe how the targeted positions will be eliminated or restructured, and how. 5 U.S.C. 3522

EPA: This information is captured in the EPA Targeted Position Chart, Tab Region 3, Columns, A and F through R. The EPA Prog and Reg Business Case document, pg. 35-36 addresses how. Restructuring as noted above.

Region 4

- Describe how the targeted positions will be eliminated or restructured, and how.

Commented [LH1]: Some info pulled from themes

EPA: Region 4 plans to consolidate or reduce: administrative or support functions; highly graded supervisory and non-supervisory positions; and functions/activities/programs. Region 4 will restructure the workforce to recruit new skills and competencies in support of evolving agency needs and mission critical core programs. The number of employees trained and working in core program areas will be increased (i.e., biological sciences, environmental engineering, physical sciences, and project management) and certain administrative/clerical series and other functions related to non-core program work will be reduced.

The EPA Prog and Reg Business Case document, pg. 37-38 addresses how. Restructuring as noted above.

Region 5

- Identify the title, series, grade, including FPL for restructured positions

Commented [LH2]: Pulled from original business case

EPA: Positions in the following series will be reduced or reshaped: 1035, 1082, 1102, 1160, 1301, 1320, 1350, 1530, 1702, 1810, 2210, 0260, 0028, 0301, 0303, 0306, 0308, 0335, 0343, 0344, 0401, 0408, 0501, 0510, 0560, 0601, 0819, 0905, and 0950. The way the region uses these positions has changed significantly.

ORA

1. Restructure the duties of the two (2) GS-1082-12 (Writer-Editor) positions into one (1) position.
2. Restructure the GS-1320-14 (Chemist) position throughout ORA to a lower graded GS-1301/0819 (Scientist/Engineer) position.
3. Regarding the two (2) GS-0260-13 (Equal Employment Specialist) positions in ORA, the duties can be combined to into one (1) position.
4. Regarding the three (3) non-supervisory GS-0028 (Environmental Protection Specialist) positions in ORA, Office of Enforcement and Compliance, one (1) offer can be made because the positions will be restructured to either GS-1301/0819 or GS-0343 positions.

GLNPO

1. Regarding the GS-1301-15 (Environmental Scientist) position in GLNPO's Immediate Office, the position could be restructured to a lower grade.
2. Restructure one (1) GS-0028-13 (Environmental Protection Specialist) position in GLNPO by offering VERA/VSIPs to six (6) positions. This creates an opportunity to restructure to a GS-1301/819/401 position or offer at a lower grade.
3. Regarding the GS-0303-08 (Administrative Program Assistant) by offering one (1) VERA/VSIP in GLNPO. We would restructure the position to an alternative series at a lower grade.
4. Eliminate the GS-0335-09 (Computer Assistant) position by offering one VERA/VSIP in GLNPO.

ORC

1. Regarding the four (4) GS-0303 positions in ORC, offer two (2) VERA/VSIP offers to restructure positions to combine the duties of the two Branch APAs and restructure the Records Management Assistant to a legal tech position.
2. Regarding the Deputy Regional Counsel position, ORC currently has two GS-0905-15s in that role. ORC would combine duties and maintain one Deputy position.
3. Regarding the GS-0905-14 (General Attorney) positions, offer five (5) VERA/VSIPs to the forty-six (46) eligible positions to reshape and develop a workforce that focuses, to a greater extent, on emerging information technology systems and electronic records management applications.
4. ORC has two (2) Branch Chief positions, GS-0905-15s, and two Associate Branch Chief positions, GS-0905-15s. ORC could eliminate redundancies, reduce direct reports to the Multimedia Branch II Chief, and increase the staff to supervisory ratio by offering one (1) VERA/VSIP to the four (4) positions eligible and realign the Labor and Relations attorneys into an existing section in ORC.

5. Regarding the GS-0950 (Paralegal) positions in ORC, two (2) offers could be made to the three (3) eligible by restructuring the positions to Legal Tech or Government Information Specialist positions.

RMD

1. Regarding the GS-1102-13 (Contracting) Procurement Analyst position, to focus on core contract operations, offer one (1) VERA/VSIP offer, then reshape workforce to have contract specialists.
2. Eliminate the GS-1702-11 (Education and Training Technician) position in the Human Capital Branch of RMD by offering one (1) VERA/VSIP.
3. Regarding the three (3) GS-2210-13 positions in the Information Management Branch that include Lotus Notes System Administration, offer one (1) VERA/VSIP to restructure the System Administrator position from a Lotus Notes expert to new systems or application system support.
4. Eliminate the GS-0260-13 (Equal Employment) opportunity position in the Employee Services Branch and absorb the duties into the Office of Civil Rights.
5. Restructure two (2) positions, one (1) GS-0301-12 and one (1) GS-0303-09 position, in the Lab QA Core into one (1) GS-11 administrative position.
6. There are currently three (3) GS-343-12 (Management and Program Analyst) positions in the Employee Services Branch that oversee the Senior Environmental Employment Program. Duties can be consolidated and one (1) position can be eliminated.
7. Regarding the Accountant GS-0510-13s in the Comptroller Branch, Programming Accounting and Analysis Section, one (1) offer in total is available. The one offer will go to Team Lead Accountant GS-0510-13 positions and the one (1) non-Team Lead Accountant GS-0510-13 position who is also eligible. If one of the two (2) Team Lead Accountants accepts the offer, the two Teams in the Section will be restructured under the remaining Team Lead Accountant with some employees reporting directly to the Section Chief. If the position accepting the VERA/VSIP is a non-Team Lead GS-13 Accountant, then in the future, reconciliation work would be performed by a GS-12 Accountant within the Team with the affidavit and testimony functions performed by the Team Leader.
8. Restructure three (3) GS-0560-12 (Budget Analysis) positions by offering one (1) VERA/VSIP.

ARD

1. Reduce GS-1301-14 (Environmental Scientist) positions within the Air Programs Branch by offering one (1) VERA/VSIP to two (2) eligible positions.
2. Restructure one (1) GS-0028-12 (Environmental Protection Specialist) position within Indoor Air and Voluntary Programs Section with a VERA/VSIP offer to two (2) eligible positions. The position would be restructured to a GS-1301/0819 position.
3. Eliminate GS-0301-14 (Program Coordinator) position through out ARD with one (1) VERA/VSIP offer. The work of this position can be accomplished at the GS-12/13 level.

4. Restructure GS-0303-7 positions within ARD by up to one (1) with VERA/VSIP offers to two (2) eligible positions. These positions would either be consolidated or refilled with GS-0399-5/7 positions.
5. Reduce GS-0343-13 positions within the State and Tribal Planning Section by up to one (1) position. This position would be restructured to a GS-1301/819 position.

WD

1. Restructure one (1) GS-1160-13 (Financial Analysis) position within the State and Tribal Program (STP) with a VERA/VSIP offer to two (2) eligible positions. The position would be restructured to a GS-1301/0819 position or a GS-1160 position at a lower grade.
2. Restructure the GS-0028-12 (Environmental Protection Specialist) position in the Watershed and Wetlands Branch (WWB) Immediate Office to a GS-1301/0819/0401 (Scientist/Engineer/Life Scientist) position.
3. Restructure the GS-0028-12 (Environmental Protection Specialist) position in the IT & Support Section to a GS-1301/0819/0401 (Scientist/Engineer/Life Scientist) position.
4. Restructure one (1) of two (2) GS-0028-13 (Environmental Protection Specialist) positions in the Watersheds Section to a GS-1301/0819/0401 (Scientist/Engineer/Life Scientist) position.
5. Restructure four (4) of five (5) GS-0028-12 (Environmental Protection Specialist) positions in Groundwater and Drinking Water (GWDW) Sections 1 & 2 to GS-1301/0819 (Scientist/Engineer) positions.
6. Restructure one (1) GS-0028-13 (Environmental Protection Specialist) position in Groundwater and Drinking Water Sections 1 & 2 to a GS-1301/0819 (Scientist/Engineer) position.
7. Restructure one (1) of two (2) GS-0028-12 (Environmental Protection Specialist) positions in UIC Sections 1 and 2 to a GS-1301/0819 (Scientist/Engineer) position.
8. Restructure the GS-0028-13 (Environmental Protection Specialist) position in the NPDES Programs Branch Immediate Office to a GS-1301/0819 (Scientist/Engineer) position.
9. Restructure the GS-0028-12 (Environmental Protection Specialist) position in the NPDES Section 2 to a GS-1301/0819 (Scientist/Engineer) position.
10. Restructure one (1) of two (2) GS-0028-13 (Environmental Protection Specialist) positions in NPDES Section 2 to a GS-1301/0819 (Scientist/Engineer) position.
11. Restructure the GS-0343-13 (Program Analyst) position in the GWDW Branch Immediate Office to a lower grade.
12. Restructure the GS-0343-12 (Management Analyst) position in IT & Support Section to a GS-306 position.
13. Restructure the GS-0344-07 (Management and Program Clerical and Assistance) position in WECA Section 2 to a GS-0306 position.
14. Restructure the GS-0408-13 (Ecology) position in the IT & Support Section to a GS-1301/401 (Scientist/Life Scientist) position.

15. Restructure the GS-0819-13 (Environmental Engineering) position in the IT & Support Section to a GS-2210 (Information Technology Management) position.
16. Would eliminate the GS-0401-12 (Life Scientist) position in Madison, Wisconsin and restructure it as a GS-1301/0819 (Scientist/Engineer) position in Chicago, Illinois.

LCD

1. Restructure the GS-1160-12 (Financial Analysis) position within the RCRA Compliance Section 2 to a GS-1301/0819 (Scientist/Engineer) position.
2. Restructure one (1) of two (2) GS-1350-13 (Geology) positions in Corrective Action 1 Section to a GS-1301/0819 (Scientist/Engineer) position.
3. Restructure the GS-1530-13 (Statistics) position within LCD to a GS-1301/0819 (Scientist/Engineer) position.
4. Restructure two (2) of six (6) GS-0028-12 (Environmental Protection Specialist) positions in the State and Tribal Services Section by combining the existing duties into five (5) positions, creating an opportunity for a displaced Environmental Protection Specialist position.
5. Restructure one (1) of two (2) GS-0028-12 (Environmental Protection Specialist) positions in the Internal Services Section to a GS-306 (Government Information Specialist) position.
6. Restructure four (4) of the twelve (12) GS-0028-13 (Environmental Protection Specialist) positions in LCD (outside of the State and Tribal Services Section) to GS-1301/0819 (Scientist/Engineer) positions.
7. Restructure the GS-0028-12 (Environmental Protection Specialist) position within the Pesticides & Toxics Compliance Section to a GS-1301/0819 (Scientist/Engineer) position.
8. Restructure one (1) of two (2) GS-0028-12 (Environmental Protection Specialist) positions in the RCRA/TSCA Programs Section to a GS-1301/0819 (Scientist/Engineer) position.
9. Restructure one (1) of three (3) GS-0028-12 (Environmental Protection Specialist) positions in the Underground Storage Section to a GS-1301/0819 (Scientist/Engineer) position.
10. Regarding the LCD GS-0028-15 position in the Materials Management Branch, offer a VERA/VSIP to delayer and reduce the number of Branches within LCD. The Materials Management Branch could be reshaped into a Section in one of the existing Branches.
11. Restructure two (2) of three (3) GS-1350-12 and GS-1350-13 (Life Scientist) positions in LCD to GS-1301/0819 (Scientist/Engineer) positions.
12. Restructure the GS-0601-14 (General Health Science) position in LCD to a lower grade.
13. Restructure the GS-0819-14 (Environmental Engineering) position in LCD to a lower grade.

SFD

1. Would restructure the Lead Community Involvement Coordinator (GS-1305-13) to a non-Lead Community Involvement Coordinator.
2. Restructure one (1) of three (3) GS-1350-13 (Geology) positions in SFD to a GS-1301/0819 (Scientist/Engineer) position.
3. Restructure one (1) of two (2) GS-1810-13 (General Investigation) positions in SFD to a lower grade.
4. Restructure one (1) of the three (3) GS-0028-13 (Environmental Protection Specialist) positions in the Chemical Emergency Preparedness & Prevention Section to a GS-1301/0819 (Scientist/Engineer) position.
5. Restructure one (1) of the six (6) GS-0028-12 (Environmental Protection Specialist) positions in the Enforcement Support Section to a GS-1301/0819 (Scientist/Engineer) position.
6. Restructure the GS-0028-13 (Environmental Protection Specialist) positions in the Site Assessments and Grants Section to a GS-1301/0819 (Scientist/Engineer) position.
7. Restructure one (1) of three (3) GS-0028-12 (Environmental Protection Specialist) positions in the Site Assessments and Grants Section to a GS-1301/0819 (Scientist/Engineer) position.
8. Restructure the GS-0301-14 (Miscellaneous Administration and Program) position in SFD to a lower grade.
9. Restructure the GS-0343-13 (Program Analyst) position in the Emergency Response Section 2 to a GS-1301/0819 (Scientist/Engineer) position.

Agency restructuring criteria applies, as noted above.

Region 6

-Describe how the targeted positions will be eliminated or restructured, and how. 5 U.S.C. 3522

EPA: This information is captured in the EPA Targeted Position Chart, Tab Region 6, Columns, A and F through R. The EPA Prog and Reg Business Case document, pg. 41-42 addresses how. Restructuring as noted above.

Region 7

-Identify the 45 surplus positions that will be targeted under the VSIP plan. Not clear!

EPA: The maximum number of offers is 45 (Targeted Position Chart, Tab Region 7, Column P, Row 77). The targeted position pool is 168 (Targeted Position Chart, Column O, Row 77). The targeted positions are identified in Columns A and F through Q. All 45 positions will be restructured if vacated (Column Q, Row 77). Agency restructuring criteria applies, as noted above.

Region 8

-Describe how the targeted positions will be restructured under the VSIP plan.

EPA: The EPA Prog and Reg Business Case document, pg. 44-45 addresses how. Restructuring as noted above.

Region 9

-Describe how the targeted positions will be restructured under the VSIP plan.

EPA: The EPA Prog and Reg Business Case document, pg. 46-48 addresses how. Restructuring as noted above.

Region 10

-Describe how the targeted positions will be restructured under the VSIP plan.

-For specific positions targeted for new skills sets, include examples of new skills sets for the restructured positions under the VSIP plan.

-Identify the title, series, grade, including FPL of the targeted positions to be restructured under the VSIP plan.

Commented [LH3]: Pulled from original business case

EPA: Restructuring as noted above.

Restructure to focus on STEM/programmatic priorities: This theme represents the majority of positions offered by Region 10; especially as more positions transition from the Environmental Protection Specialist series to the more technical series of Scientists and Engineers in order to address the scientific, technical, and engineering needs of the future.

- The Office of Water and Watersheds (OWW) plans to restructure up to one of sixteen Environmental Protection Specialist positions (GS-0028-13) into a GS-13 scientific or engineering position. Region 10 plans to convert these positions to engineers, scientists or other specialized series to support technical and scientific work priorities.
- The Office of Water and Watersheds (OWW) plans to make restructure up to one of four non-supervisory Environmental Protection Specialist GS-0028-14 positions to a non-supervisory GS-14 scientific or engineering position. These positions are located in Seattle and Portland.
- The Office of Water and Watersheds (OWW) plans to restructure up to one of eight Environmental Protection Specialist GS-0028-12 positions to a non-supervisory GS-12 scientific or engineering position. Region 10 plans to convert these positions to engineers, scientists or other specialized series to support technical and scientific work priorities.
- The Office of Environmental Cleanup (Superfund and Brownfields) plans to restructure up to three Environmental Protection Specialist positions (GS-0028-13) into GS-13 scientific or engineering positions. Region 10 plans to make one offer for a position in the Spill Prevention and Removal Unit and up to two offers for positions in the Assessment and Brownfields Unit. Region 10 plans to convert these positions to engineers, scientists or other specialized series to support technical and scientific work priorities.

- The Office of Compliance and Enforcement (OCE) plans to restructure up to two of fourteen Environmental Protection Specialist GS-0028-13 positions. One may be restructured to a GS-12 scientific or engineering positions. One may be restructured into a non-supervisory team lead for the Groundwater Unit which has increasing workload due to high priority drinking water issues in Indian Country and Portland, OR.
- The Office of Compliance and Enforcement (OCE) plans to restructure up to two of sixteen Environmental Protection Specialist GS-0028-12 positions across three units to GS-12 scientific, technical, or engineering positions to meet changing programmatic needs. For example, Idaho's upcoming CWA authorization and e-reporting data management needs.
- The Office of Environmental Review and Assessment (OERA) plans to restructure up to one of five GS-0415-13 Toxicologist positions to reflect changes in workload that enables OERA to restructure into a different scientific discipline.

Restructure or reduce highly-graded supervisory or non-supervisory positions: The Region seeks to establish a more balanced grade/experience distribution by restructuring two highly-graded supervisory and non-supervisory positions. The grade-controlling responsibilities of anyone who separates will be distributed among others who are grade-appropriate in their respective Offices.

- The Office of Environmental Cleanup (ECL) plans to restructure up to one of one GS-15 Supervisory Environmental Scientist position into a GS-14 Supervisory scientific or engineering position.
- The Office of Environmental Review and Assessment (OERA) plans to restructure up to one of four GS-408-13 Ecologist positions to a lower-graded GS-0408-12 Ecologist position.

Consolidate and streamline functions/activities/reduce number of programs:

- The Regional Administrator's Division (RAD) plans to restructure up to three of five Environmental Protection Specialists (GS-0028-12 and GS-0028-13) in the Public Affairs and Community Engagement Unit (PACE) in order to restructure the positions by combining functions, particularly in smaller programs and communities work. RAD plans to restructure positions to a new series such as GS-1035 Public Affairs Specialist, GS-0343 Program Analyst, or similar depending upon developing needs.
- The Office of Environmental Review and Assessment (OERA) plans to restructure one of one Environmental Protection Specialist GS-0028-09 in order to combine and streamline functions. This will also align the position within the Office of Management Programs/Information Services Unit (FOIA Team) as originally envisioned in the 2015-16 reorganization.
- The Office of Management Programs (OMP's) plans to eliminate a GS-0503-9 Financial Technician. This position functions as the Travel Coordinator; increased decentralization

in R10 of these responsibilities to the Administrative Specialists, coupled with consolidation of financial systems of People Plus and Concur in Fiscal Management and Planning Unit (FMPU), and access to the national help desk, eliminates the need for the current job functions.

Consolidate or reduce administrative or support functions:

- The Office of Environmental Cleanup (ECL) plans to eliminate up to one of one GS-0029-7 Environmental Protection Assistant position. The need for Environmental Protection Assistant positions has diminished; traditional activities accomplished by this series (e.g. filing, photocopying and mailing) have been largely replaced by electronic, paper-free processes that are conducted by staff.

AO	Series	Total Non-Term Employees	Retirement Eligible
COMBINED		344	75
AO COUNT		339	74
	0301 - Staff Assistant		
		20	6
OAES	0343 - Program/Management Analyst		
	0560 - Budget Analyst		
		19	9
OCHP	0343 - Program/Management Analyst		
	1301- Environmental Scientist		
	0401- Biologist		
	1001- Public Liaison Specialist		
		14	3
OCIR	0301 - Information Management Specialist		
	0343 - Program/Management Analyst		
	0905 - Attorney - Adviser		
	0301 - Congressional Liaison Specialist		
		39	6
OCR	0260 - Equal Employment Specialist/Manager		
Durham, NC	0260 - Equal Employment Specialist/Manager - Durham, NC		
Las Vegas, NV	0260 - Equal Employment Specialist/Manager - Las Vegas, NV		
Cincinnati, OH	0260 - Equal Employment Specialist/Manager - Cincinnati, OH		
		23	5
OEX	0326 - Office Automation Assistant/Clerk		
	0303 - Information Management Assistant		
	0301 - Information Management Specialist		
		16	2
OHS	0028 - Environmental Protection Specialist		
	0132 - Intelligence Operations Specialist		
	0343 - Program/Management Analyst		
	0819 - Environmental Engineer		
		10	2
OP	0028 - Environmental Protection Specialist		
	0110 - Economist		
	0301 - Staff Assistant		
	0301 - Program Specialist		
	0301 - Information Management Specialist		
	0301 - Regulatory Impact Analyst		

		# of Targeted Positions											
		by Grade											
VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	SL	Total # of Targeted Positions	Max # of Offers	# to Restructure
80	311												
75	298										0		
		0	0	2	2	4	0	0	0	0	8	3	3
2	11	0	0	2	2	4	0	0	0	0	8		
		0	0	0	1	4	1	1	0	0	7	2	2
		0	0	0	0	0	1	0	0	0	1	1	1
6	15	0	0	0	1	4	2	1	0	0	8		
		0	0	0	0	1	1	0	0	0	2	1	1
		0	0	0	0	0	0	1	0	0	1	1	1
		0	0	0	0	0	2	0	0	0	2	1	1
		0	0	0	0	2	0	0	0	0	2	0	0
1	11	0	0	0	0	3	3	1	0	0	7		
		0	0	0	4	0	0	0	0	0	4	1	1
		0	0	0	2	6	0	2	0	0	10	3	3
		0	0	0	0	0	0	1	0	0	1	1	1
		0	0	0	0	1	7	0	0	0	8	1	1
14	36	0	0	0	6	7	7	3	0	0	23		
		0	0	0	1	3	5	0	0	0	9	1	1
		0	0	0	1	0	1	0	0	0	2	2	2
		0	0	0	0	0	1	0	0	0	1	1	1
		0	0	0	0	0	1	0	0	0	1	1	1
4	18	0	0	0	2	3	8	0	0	0	13		
		1	2	0	0	0	0	0	0	0	3	2	2
		0	1	0	0	0	0	0	0	0	1	1	1
		0	0	0	0	0	2	0	0	0	2	1	1
2	14	1	4	0	0	0	2	0	0	0	6		
		0	0	0	0	0	0	1	0	0	1	1	1
		0	0	0	0	0	0	1	0	0	1	1	1
		0	0	0	0	1	0	0	0	0	1	1	1
		0	0	0	0	0	0	1	0	0	1	1	1
3	9	0	0	0	0	1	0	1	0	0	4		
		0	0	0	0	0	0	2	0	0	2	2	2
		0	0	0	0	1	0	1	0	0	2	2	2
		0	0	0	1	0	0	0	0	0	1	1	1
		0	0	0	1	0	0	0	0	0	1	1	1
		0	0	0	1	0	0	0	0	0	1	1	1
		0	0	0	0	0	1	0	0	0	1	1	1

# to Eliminate	Comments
0	Restructure position
0	Reduce non-supervisory GS-13/14/15
0	Restructure position
0	Restructure position
0	Restructure position
0	Restructure position
0	Restructure position
0	Restructure position
0	Restructure positions
0	Restructure position to lower grade
0	Restructure positions
0	Restructure positions and centralize functions including positions from RTP (2) and LV (1)
0	Restructure to move positions to HQ
0	Restructure to move position to HQ
0	Restructure to move position to HQ
0	Restructure positions
0	Restructure position
0	Restructure position
0	Restructure position
0	Restructure position
0	Restructure position
0	Restructure position
0	Restructure positions
0	Restructure positions
0	Restructure position
0	Restructure position
0	Restructure position
0	Restructure position

	0343 - Program/Management Analyst		
	1301 - Senior Advisor Climate Adaptation		
OPEEE		130	25
	0301 - Public Liaison Specialist		
	1001 - Environmental Education Specialist		
	1035 - Public Affairs Specialist		
		11	4
OSDBU	0301- Information Management Specialist		
	0301 - Staff Assistant		
	0343 - Program/Management Analyst		
Los Angeles, CA	0343 - Program/Management Analyst		
		12	3
SAB	1301 - Environmental Scientist		
	1301 - Ethics Official		
	0343- Management Analyst		
	0401- Biologist		
	0110- Economist		
		14	5
OPA	0343 - Program/Management Analyst		
	1001 - Web/Communications Specialist		
	1035 - Public Affairs Specialist		
	0301 - Communications Specialist		
	1084 - Visual Information Specialist		
	1060 - Photographer		
	2210 - Information Technology Specialist		
		35	10
		339	74

		0	0	0	2	4	4	3	0	0	13	8	8
		0	0	0	0	0	0	0	0	1	1	1	0
23	118	0	0	0	5	5	5	5	0	1	22		
		0	0	0	0	0	2	1	0	0	3	2	2
		0	0	0	0	2	2	0	0	0	4	1	1
		0	0	0	0	1	0	0	0	0	1	1	1
2	11	0	0	0	0	3	4	1	0	0	8		
		0	0	0	0	1	0	0	0	0	1	1	1
		0	0	1	0	0	0	0	0	0	1	1	1
		0	0	1	0	1	1	2	0	0	5	1	1
		0	0	0	0	0	1	0	0	0	1	1	1
4	12	0	0	2	0	2	2	2	0	0	8		
		0	0	0	0	0	0	1	0	0	1	1	1
		0	0	0	0	0	1	0	0	0	1	1	1
		0	0	0	0	3	0	0	0	0	3	1	1
		0	0	0	0	0	2	1	0	0	3	1	1
		0	0	0	0	0	0	1	0	0	1	1	1
4	14	0	0	0	0	3	1	1	0	0	6		
		0	0	0	3	1	2	0	0	0	6	1	1
		0	0	0	0	3	1	1	0	0	5	1	1
		0	0	0	0	5	2	1	0	0	8	1	1
		0	0	0	0	0	0	1	0	0	1	1	1
		0	0	0	0	1	0	0	0	0	1	1	1
		0	0	0	0	1	0	0	0	0	1	1	1
5	15	0	0	2	0	12	5		0	0	18		
75	298	1	3	4	19	47	41	23	0	1	139	65	64

0	Restructure positions
1	Position deleted
0	Restructure positions
0	Restructure positions
0	Restructure position
0	Restructure position
0	Restructure position
0	Restructure positions
0	Restructure to move position to HQ
0	Restructure position
0	Restructure position
0	Restructure position
0	Restructure position
0	Restructure position
0	Restructure positions
0	Restructure positions
0	Restructure positions
0	Restructure position
0	Restructure position
0	Restructure position
0	Restructure position
1	

OAR	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANN ARBOR, MICHIGAN	282	46	73
1102-Contracting	1		
110-Economist	3		
1301-General Physical Science	21	1	8
1320-Chemistry	7	3	
1399-Physical Science Student Trainee	1		
1550-Computer Science	4	2	
1640-Facility Operations Services	4		
1801-General Inspection, Investigation, and Compliance	14	2	3
1910-Quality Assurance	1		
201-Human Resources Management	2		
2210-Information Technology Management	8	1	2
28-Environmental Protection Specialist	51	11	16
301-Miscellaneous Administration and Program	13	2	3
318-Secretary	1		1
343-Management and Program Analysis	11		1
4714-Model Making	1		
801-General Engineering	21	2	4
802-Engineering Technical	12	2	4
803-Safety Engineering	1	1	
819-Environmental Engineering	14	2	5
830-Mechanical Engineering	62	12	19
850-Electrical Engineering	4	2	
854-Computer Engineering	2		1
893-Chemical Engineering	12	3	6
899-Engineering and Architecture Student Trainee	4		
905-General Attorney	3		
99-General Student Trainee	4		
ANNAPOLIS, MARYLAND	1		
343-Management and Program Analysis	1		
AUTAUGA, ALABAMA	1		
1320-Chemistry	1		
DALLAS, TEXAS	1		
1301-General Physical Science	1		
DURHAM, NORTH CAROLINA	345	54	78
1035-Public Affairs	1		
1101-General Business and Industry	7	1	
110-Economist	9	1	
1301-General Physical Science	66	13	4
1530-Statistics	6		1
2210-Information Technology Management	9	1	
28-Environmental Protection Specialist	112	15	32

	# of Targeted Positions														
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers estimated	# to Restructure	# to Eliminate	Comments	
248											5				
1															
1															
16															
5															
4															
2															
14															
1															
2															
8															
50															
11			3		7		1			11	2	11			
1		1								1	1		1		
11			1	5	3		1			10	2	10			
1															
21															
8															
1															
13															
57															
4															
2															
12															
2															
1															
1															
1															
1															
294											3				
1															
7															
7															
49															
4															
8															
98															

301-Miscellaneous Administration and Program	27	8	7
306-Government Information Specialist	1		
340-Program Management	7	2	3
343-Management and Program Analysis	14	3	3
401-General Natural Resources Management and Biological Sciences	3		
408-Ecology	1		
501-Financial Administration and Program	1		1
560-Budget Analysis	2		1
601-General Health Science	12	1	1
819-Environmental Engineering	64	9	25
893-Chemical Engineering	3		
LAS VEGAS, NEVADA	23	8	3
1102-Contracting	1		
1301-General Physical Science	10	4	1
1306-Health Physics	1		
2210-Information Technology Management	1		
28-Environmental Protection Specialist	5	2	1
303-Miscellaneous Clerk and Assistant	1	1	
343-Management and Program Analysis	2	1	1
690-Industrial Hygiene	1		
819-Environmental Engineering	1		
MONTGOMERY, ALABAMA	39	9	10
1102-Contracting	1		
1301-General Physical Science	25	7	7
1306-Health Physics	1		
1320-Chemistry	6	1	2
1529-Mathematical Statistics	1		1
1640-Facility Operations Services	1		
2210-Information Technology Management	2		
318-Secretary	1	1	
690-Industrial Hygiene	1		
SAN DIEGO, CALIFORNIA	1	1	
301-Miscellaneous Administration and Program	1	1	
WASHINGTON NAVY YARD, DC	1		
1301-General Physical Science	1		
WASHINGTON, DC	450	66	107
1035-Public Affairs	21		2
1102-Contracting	4		
110-Economist	18	3	2
1301-General Physical Science	43	9	4
1306-Health Physics	5	1	2
1320-Chemistry	3		2
1350-Geology	2		
1515-Operations Research	1	1	
1530-Statistics	2	1	
1550-Computer Science	1		
1801-General Inspection, Investigation, and Compliance	1		

25														
1														
7														
14				3				3	3	3				
3														
1														
1														
2														
7														
56														
3														
22									1					
10														
1														
1														
5														
1		1						1	1			1		
2														
1														
1														
32									1					
1														
23														
1														
3														
1														
1														
1			1					1	1			1		
1														
1														
403									10					
17														
4														
17														
36														
5														
3														
1														
2														
1														

2210-Information Technology Management	9	2	3
28-Environmental Protection Specialist	160	8	36
301-Miscellaneous Administration and Program	18	5	7
303-Miscellaneous Clerk and Assistant	1	1	
318-Secretary	6	1	3
340-Program Management	6	2	1
341-Administrative Officer	1	1	
343-Management and Program Analysis	89	20	28
344-Management and Program Clerical and Assistance	3	2	1
399-Administration and Office Support Student Trainee	1		
401-General Natural Resources Management and Biological Sciences	6	2	
408-Ecology	1		
801-General Engineering	3		1
819-Environmental Engineering	33	5	11
830-Mechanical Engineering	2		1
861-Aerospace Engineering	1		
893-Chemical Engineering	2	1	
905-General Attorney	4	1	2
99-General Student Trainee	2		
#N/A	1		1
Grand Total	1144	184	271

9															
137															
18			1	1	3			3			8	2		8	
1			1								1	1			1
6			1	2							3	1			3
5															
1			1								1			1	
86				1	16	6	1				24	5		24	
3			2	1							3	1		3	
6															
1															
3															
31															
2															
1															
2															
4															
1															
1002											67	20			

5/9/2017

OARM	OARM Office/Division	Total Non-Term Employees
CINCINNATI, OHIO	Total # All Series:	68
1654-Printing Services	OARM-Cincinnati	1
318-Secretary	OARM-Cincinnati	2
343-Management and Program Analysis	OARM-Cincinnati (Records Management)	12
DURHAM, NORTH CAROLINA	Total # All Series:	131
201-Human Resources Management	OARM-RTP	55
801-General Engineering	OARM-RTP	1
WASHINGTON, DC	Total # All Series:	433
1001-General Arts and Information	OROM/IO	1
1102-Procurement Analyst	OAM	96
1106-Procurement Clerical and Technician	OAM	1
1109-Grants Management	OGD	22
	OGD/Fellowships, IAGs and SEEs Branch	
	OGD/National Policy, Training and Compliance	
	OGD/Suspension and Debarment	
	OGD/Grants Management Branch	
		25
2210-Information Technology Management	OAM	
	OHR	
		21
301-Miscellaneous Administration and Program	OROM/AOSD	
	OROM/RAPD	
	OAM	
	OHR (Conflict and Info. Management Specialist)	
	OALJ	
303-Miscellaneous Clerk and Assistant	OHR	2
	OGD	
306-Government Information Specialist	OAM	3
318-Secretary	OAM	2
		2
326-Office Automation Clerical and Assistance	OAM	
	OHR	
341-Administrative Officer	OAM	2
342-Support Services Administration	OA	11
		106

			# of Targeted Positions										Total # of Targeted Positions	Max # of Offers
			by Grade											
Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other			
9	21	65			1		2					3	3	
1		1					1					1	1	
1		2			1							1	1	
3	3	12					1					1	1	
11	19	111				1		1				2	2	
3	6	44				1						1	1	
1		1						1				1	1	
93	112	407	1	5	4	13	46	54	26	0	0	149	93	
	1	1							1			1	1	
19	24	90					4	13	7			24	16	
1		1		1								1	1	
6	5	22												
						3	2	1				6	2	
							1	1				2	2	
								1				1	1	
									1			1	1	
Total 1109 Proposed:			0	0	0	3	3	3	1	0	0	10	6	
1	9	25												
							5	2	1			8	8	
1	2	4					2	1	1			4	2	
Total 2210 Proposed:			0	0	0	0	7	3	2	0	0	12	10	
7	7	20												
							1					1	1	
					1							1	1	
					1							1	1	
1	4	5					2	2	1			5	2	
						1						1	1	
Total 301 Proposed:			0	0	2	1	3	2	1	0	0	9	6	
2		2		1								1	1	
				1								1	1	
2	1	3				3						3	3	
1	1	2			2							2	2	
1		2												
				1								1	1	
1		1	1									1	1	
Total 326 Proposed:			1	1	0	0	0	0	0	0	0	2	2	
	1	2				1						1	1	
6	3	11				1	8	1	1			11	10	
21	24	99												

# to Restructure	# to Eliminate	Comments
3	0	
1		
1		
1		
0	2	
	1	
	1	
81	12	
1		Restructure, web content development and lower grade
16		
1		
2		
2		
1		
1		
6		
5	3	
2		
7	3	
1		Analytical skills
1		Restructure
1		
2		
	1	
5	1	
	1	
1		
3		
2		
1		
	1	
1	1	
1		
10		Plus 1 for restructuring since one is not part of the V/V

343-Management and Program Analysis	OROM/FACMD	
	OROM/RAPD	
	OROM/AOSD	
	OAM	
	OGD	
	OHR	
	OA	32
510-Accounting	OAM	4
511-Auditing	OAM	5
905-General Attorney	OROM/FACMD	26
1801 - Compliance Specialist	OGD	
Grand Total		698

						1		4	1			6	3
							1					1	1
									3			3	2
							1	2				3	3
								1				1	1
4	5	16						14	2			16	5
2	15	27		1		2	14	6	6			29	10
Total 343 Proposed:				1		3	16	27	12			59	25
1	1	4					1	3				4	2
2	2	5				1	3	1	1			6	4
2	7	23						1				1	1
							1					1	1
121	164	643	1	5	5	14	48	55	26	0	0	154	98

2	1	
1		Analytical skills
2		Restructure to lower grade
3		
1		
5		
10		No Supervisory Positions Offered
24	1	
0	2	
2	2	
0	1	Attorney position not needed, legal support provided by OGC
1		
84	14	

					Targeted Positions by Grade							
Occupational Series	Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES
0303-Miscellaneous Clerk and Assistant	1	1	0	1	0	1	0	0	0	0	0	0
0318-Secretary	4	3	0	3	0	3	0	0	0	0	0	0
0343-Management and Program Analysis	85	13	20	77	0	0	1	2	11	2	2	0
0501-Financial Specialist	75	11	21	70	0	2	33	16	2	9	5	0

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Other	Total # of Targeted Positions	OCFO Office	Geographic Location*	Max # of Offers	# to Restructure	# to Eliminate
0	1	OB	1 DC	1	0	1
0	3	OC	1 LV 2 DC	2	0	2
0	18	OC	2 Durham 1 Norwood 15 DC	3	3	0
0	67	OC	21 Durham 12 LV 18 Norwood 16 DC	9	2	7

0503-Financial Technician	2	1	0	2	0	2	0	0	0	0	0	0
0510-Accountant	76	14	21	71	0	0	2	18	28	11	10	0
TOTAL	243	43	62	224	0	8	36	36	41	22	17	0

Final as of 5/30/2017

0	2	OC	1 LV	1	0	1
			1 DC			
0	69	OC	16 Durham	11	2	9
			4 LV			
			23 Norwood			
			26 DC			
0	160			27	7	20

Norwood, Ohio (Norwood); and Washington, DC (DC)

OCSP	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANN ARBOR, MICHIGAN	1		
401-General Natural Resources Management and Biological Sciences	1		
ARLINGTON, VIRGINIA	588	113	133
1001-General Arts and Information	1	1	
110-Economist	12	3	1
1301-General Physical Science	21	3	4
1320-Chemistry	62	17	12
150-Geography	1		
1529-Mathematical Statistics	1		
1530-Statistics	3		2
2210-Information Technology Management	20	3	8
28-Environmental Protection Specialist	142	25	33
301-Miscellaneous Administration and Program	20	3	7
303-Miscellaneous Clerk and Assistant	2	1	
306-Government Information Specialist	8	1	1
326-Office Automation Clerical and Assistance	1		1
340-Program Management	8	2	4
343-Management and Program Analysis	42	12	21
399-Administration and Office Support Student Trainee	1		
401-General Natural Resources Management and Biological Sciences	156	26	32
403-Microbiology	5	2	1
405-Pharmacology	2		
408-Ecology	3		
414-Entomology	7		
415-Toxicology	19	5	
430-Botany	1	1	
434-Plant Pathology	3	2	
440-Genetics	1	1	
471-Agronomy	2	1	1
482-Fish Biology	1		
486-Wildlife Biology	4		2
499-Biological Science Student Trainee	2		
560-Budget Analysis	1		
601-General Health Science	5	1	
690-Industrial Hygiene	5		2
701-Veterinary Medical Science	1		
819-Environmental Engineering	8	3	1
905-General Attorney	1		
99-General Student Trainee	15		
#N/A	1		
ATHENS, GEORGIA	2		1
28-Environmental Protection Specialist	1		1

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers***	# to Restructure	# to Eliminate
	by Grade*													
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other					
1														
1														
527														
1							1			1				
10														
17							1			1				
55							2			2				
1														
1														
3														
19														
130							5			5				
20							2			2				
2		2								2			2	
8														
1														
8														
42							5			5				
1														
142							9			9				
5														
2														
3														
5														
15														
1														
3														
1														
2														
1														
4														
2														
1														
3							1			1				
5														
1														
8														
3														
1														
2														
1														

401-General Natural Resources Management and Biological Sciences	1		
CANADA	1		
408-Ecology	1		
CHICAGO, ILLINOIS	1	1	
28-Environmental Protection Specialist	1	1	
DALLAS, TEXAS	4	1	
28-Environmental Protection Specialist	4	1	
DRAKESVILLE, IOWA	1		1
1320-Chemistry	1		1
DURHAM, NORTH CAROLINA	2		
1320-Chemistry	1		
560-Budget Analysis	1		
FORT MEADE, MARYLAND	18	5	4
1320-Chemistry	8	2	1
28-Environmental Protection Specialist	2	1	1
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	2		1
403-Microbiology	5	1	1
GAINESVILLE, FLORIDA	1		1
28-Environmental Protection Specialist	1		1
GULF BREEZE, FLORIDA	1		
1529-Mathematical Statistics	1		
NEW YORK, NEW YORK	1		
1320-Chemistry	1		
SAN FRANCISCO, CALIFORNIA	2	1	
28-Environmental Protection Specialist	1		
401-General Natural Resources Management and Biological Sciences	1	1	
SANTURCE, PUERTO RICO	1		1
1320-Chemistry	1		1
WASHINGTON, DC	370	82	84
1035-Public Affairs	2		1
1082-Writing and Editing	2	2	
110-Economist	9		2
1301-General Physical Science	18	4	
1320-Chemistry	22	6	5
1412-Technical Information Services	1	1	
1530-Statistics	1	1	
2210-Information Technology Management	18	5	2
28-Environmental Protection Specialist	114	24	22
301-Miscellaneous Administration and Program	26	9	10
303-Miscellaneous Clerk and Assistant	1	1	
306-Government Information Specialist	1		1
318-Secretary	1	1	
340-Program Management	9	1	8
341-Administrative Officer	2	1	
343-Management and Program Analysis	43	8	15
401-General Natural Resources Management and Biological Sciences	38	4	3

1														
1														
1														
1														
1						1			1					
4														
4														
1														
1														
2														
1														
1														
17														
7														
2														
1														
2						1			1					
5														
1														
1														
1														
1														
1														
1														
2														
1														
1														
1														
1														
314														
2						1			1					
2														
6						1			1					
14														
18						2			2					
1														
1														
15														
99						12			12					
26				6		6			12					
1			1						1			0		1
1														
1														
9														
2														
42						2			2					
21														

1 - non sup/OPP. OPP will accept 8 offers from the 14 GS-15 non sup admin. series (1001, 0028, 0301, 0343, 0028). All pos
1 - non sup/OPP. OPP will accept 7 offers from the 14 GS-15 non sup science series (1301, 1320, 0401, 0601). All positions
1 - non sup/IO. IO will accept up to 3 offers from the 6 non-sup 15s- either in 1035, 301, 0343, 0905 or 0501.
1 - non sup/OPPT and they will accept up to 1.
2 - non sup (1 is OSCP/1 OPPT). OSCP will accept one offer. OPPT will accept 1 non sup.
12 - non sup (All OPPT). OPPT will accept up to 12 non sups.
6 - non sup (2 are IO/4 are OPPT). IO will accept up to 3 offers from the 6 non-sup 15s- either in 1035, 301, 0343, 0905 or
1 - OPPT
2 - non sup (1 is IO/1 is OSCP). OSCP will accept one offer. IO will accept up to 3 offers from the 6 non-sup 15s- either in 1

403-Microbiology	3	3	
408-Ecology	1	1	
415-Toxicology	20	3	1
482-Fish Biology	1		
501-Financial Administration and Program	1		1
560-Budget Analysis	2		2
601-General Health Science	2		1
690-Industrial Hygiene	2	1	
819-Environmental Engineering	4		2
893-Chemical Engineering	14	3	5
905-General Attorney	9	1	3
#N/A	3	2	
Grand Total	994	203	225

3															
1															
17							3				3				
1															
1							1				1				
2															
1															
2															
4							1				1				
12															
6							2				2				
3															
876	0	2	1	0	6	0	59	0	0	68	50***	See footnote		3	

*OCSPP numbers include those eligible for VERA and retirement only, not those only eligible

**These numbers reflect a snapshot in time based on a run done in April 2017.

***Total max number of offers is accurate but the detailed lines are not filled out because pc
 Columns Q & R are not filled out because again, they do not match up one for one. The only p

3 - non sup (1 is OSCP/2 are OPPT). OSCP will accept one offer. OPPT will accept up to 2 non sups.
1 - non sup/IO.IO will accept up to 3 offers from the 6 non-sup 15s- either in 1035, 301, 0343, 0905 or 0501.
1 - non sup/OPPT. OPPT will accept one non sup.
2 - non sup (1 is IO/1 is OPPT). IO will accept up to 3 offers from the 6 non-sup 15s- either in 1035, 301, 0343, 0905 or 0501.

for VSIP.

positions do not match up one for one. Descriptions are in column S.
positions in our package that OCSPP plans to eliminate at this time are GS-0303 and they are marked in column R. Others

OECA	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
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all locations

	69	22	12
1301-General Physical Science	35	9	4
<i>1301-General Physical Science</i>	25	6	4
<i>1301-General Physical Science</i>	1	1	
<i>1301-General Physical Science</i>	5	1	
<i>1301-General Physical Science</i>	1	1	
<i>1301-General Physical Science</i>	1		
<i>1301-General Physical Science</i>	1		
<i>1301-General Physical Science</i>	1		
1320-Chemistry	27	11	7
1350-Geology	1	1	
415-Toxicology	1		
401-General Natural Resources Management and Biological Sciences	5	1	1
	5	2	0
1801-General Inspection, Investigation, and Compliance	5	2	0
<i>1801-General Inspection, Investigation, and Compliance</i>	2	1	
<i>1801-General Inspection, Investigation, and Compliance</i>	1	1	
<i>1801-General Inspection, Investigation, and Compliance</i>	1		
<i>1801-General Inspection, Investigation, and Compliance</i>	1		
	33	10	9
2210-Information Technology Management	33	10	9
<i>2210-Information Technology Management</i>	26	9	6
<i>2210-Information Technology Management</i>	7	1	3
	69	15	25
28-Environmental Protection Specialist	69	15	25
<i>28-Environmental Protection Specialist</i>	66	14	24
<i>28-Environmental Protection Specialist</i>	1		1
<i>28-Environmental Protection Specialist</i>	2	1	
	52	15	17
301-Miscellaneous Administration and Program	30	11	12
<i>301-Miscellaneous Administration and Program</i>	14	5	7
<i>301-Miscellaneous Administration and Program</i>	1		
<i>301-Miscellaneous Administration and Program</i>	1	1	

VSIP	# of Targeted Positions										Max # of Offers	# to Restructure	# to Eliminate
	by Grade												
	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions			

59				3	33	11	12				59	5	3	2
29				3	12	5	9				29			
19														
1														
5														
1														
1														
1														
1														
1														
26					20	4	2				26			
1					1						1			
1						1					1			
2						1	1				2			
5					4	1					5	1		1
5					4	1					5			
2														
1														
1														
1														
33			1		14	11	7				33	3	2	1
33			1		14	11	7				33			
26														
7														
69					24	18	27				69	7	3	4
69					24	18	27				69			
66														
1														
2														
51		2	21	10	10	6	2				51	5	2	3
30			17	5	5	1	2				30			
14														
1														
1														

Comments

restuctured positions will reflect change of series, duties and/or lower FPL

two IT security postions included; restuctured positions will reflect change of series, duties and/or lower FPL

restuctured positions will reflect change of series, duties and/or lower FPL

restuctured positions will reflect change of series, duties and/or lower FPL

301-Miscellaneous Administration and Program	1		1
301-Miscellaneous Administration and Program	1		
301-Miscellaneous Administration and Program	1		
301-Miscellaneous Administration and Program	1		1
301-Miscellaneous Administration and Program	1		
301-Miscellaneous Administration and Program	3	2	1
301-Miscellaneous Administration and Program	1		
301-Miscellaneous Administration and Program	1	1	
301-Miscellaneous Administration and Program	1	1	
301-Miscellaneous Administration and Program	1		1
301-Miscellaneous Administration and Program	1	1	
301-Miscellaneous Administration and Program	1		1
306-Government Information Specialist	1		
308-Records Management	3		1
318-Secretary	2		1
341-Administrative Officer	6	0	1
341-Administrative Officer	5		1
341-Administrative Officer	1		
986-Legal Assistance	1	1	
1601-Equipment, Facilities, and Services	1		
344-Management and Program Clerical and Assistance	1		1
950-Paralegal Specialist	1		1
1001-General Arts and Information	2		
1035-Public Affairs	1	1	
1412-Technical Information Services	1		
1083-Technical Writing and Editing	1	1	
1311-Physical Science Technician	1	1	
	116	29	39
340-Program Management	11	2	5
340-Program Management	7	0	0
340-Program Management	4		2
343-Management and Program Analysis	102	27	34
343-Management and Program Analysis	96	24	33
343-Management and Program Analysis	3	2	
343-Management and Program Analysis	1	1	
343-Management and Program Analysis	1		
343-Management and Program Analysis	1		1
560-Budget Analysis	1		
1160-Financial Analysis	1		
110-Economist	1		
	45	6	22
819-Environmental Engineering	32	5	17

[illegible]

819-Environmental Engineering	18	4	8
819-Environmental Engineering	1		
819-Environmental Engineering	2		1
819-Environmental Engineering	11	1	8
830-Mechanical Engineering	1		
893-Chemical Engineering	10	1	4
893-Chemical Engineering	2		
893-Chemical Engineering	1		
893-Chemical Engineering	1		
893-Chemical Engineering	6	1	4
1530-Statistics	1		
1529-Mathematical Statistics	1		1
	175	38	40
905-General Attorney	175	38	40
905-General Attorney	164	33	33
905-General Attorney	1		
905-General Attorney	1		
905-General Attorney	1	1	
905-General Attorney	5	1	1
905-General Attorney	3		
Grand Total	564	137	164

17														
1														
2														
11														
1					1					1				
10					6	2	2			10				
2										0				
1										0				
1										0				
6										0				
1						1				1				
1						1				1				
156				2	4	49	91			146	14	7	7	
156				2	4	49	91			146				
66														
1														
1														
1														
5														
3														
522		5	28	21	142	129	182			506	51	25	26	

restuctured positions will reflect change of series, duties and/or lower FPL
does not include SES

OEI	Series	Office
ATLANTA, GEORGIA		
	2210-Information Technology Management	Total
BOSTON, MASSACHUSETTS		
	2210-Information Technology Management	Total
CINCINNATI, OHIO		
	343-Management and Program Analysis	Total
DENVER, COLORADO		
	2210-Information Technology Management	Total
DURHAM, NORTH CAROLINA		
	1101-General Business and Industry	Total
		OITO
	1301-General Physical Science	Total
		OEIP
	2210-Information Technology Management	Total
		OIM
		ODSTA
	301-Miscellaneous Administration and Program	Total
		OEIP
		OIM
	340-Program Management	Total
	343-Management and Program Analysis	Total
		OBOS
		OISP
		OIM
		OEIP
		OITO
	501-Financial Administration and Program	Total
		OITO
	510-Accounting	Total
		OITO
LAS VEGAS, NEVADA		
	2210-Information Technology Management	Total
NEW YORK, NEW YORK		
	2210-Information Technology Management	Total
PHILADELPHIA, PENNSYLVANIA		
	2210-Information Technology Management	Total
SEATTLE, WASHINGTON		
	2210-Information Technology Management	Total
WASHINGTON, DC		
	1035-Public Affairs	Total
	1101-General Business and Industry	Total
		OIM

					# of Targeted Positions									
					by Grade									
Division	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions
	1			1	0	0	0	0	0	0	0	0	0	0
	1			1	0	0	0	0	0	0	0	0	0	0
	1			1	0	0	0	0	0	0	0	0	0	0
	1			1	0	0	0	0	0	0	0	0	0	0
	1	1		1	0	0	0	0	0	0	0	0	0	0
	1	1		1	0	0	0	0	0	0	0	0	0	0
	1		1	1	0	0	0	0	0	0	0	0	0	0
	1		1	1	0	0	0	0	0	0	0	0	0	0
	63	17	13	57	0	0	0	0	7	7	7	0	0	21
	1			1	0	0	0	0	0	1	0	0	0	1
SBMD	1			1						1				1
	1	1		1	0	0	0	0	1	0	0	0	0	1
EQMD	1	1							1					1
	48	11	10	41	0	0	0	0	2	3	4	0	0	9
	3	1	1	3					1	1	1			3
	7	4	2	7					1	2	3			6
	2			2	0	0	0	0	1	1	0	0	0	2
FLAD	1			1					1					1
	1			1						1				1
	1	1		1	0	0	0	0	0	0	0	0	0	0
	8	2	3	8	0	0	0	0	3	1	2	0	0	6
	1		1	1					1					1
	1		1	1					1					1
	1		1	1							1			1
FLAD	1	1		1							1			1
SBMD	3	1		3					1	1				2
	1	1		1	0	0	0	0	0	0	1	0	0	1
SBMD	1	1		1							1			1
	1	1		1	0	0	0	0	0	1	0	0	0	1
SBMD	1	1		1						1				1
	1	1		1	0	0	0	0	0	0	0	0	0	0
	1		1	1					1					1
	1		1	1							1			1
	1			1							1			1
	1			1	0	0	0	0	0	0	0	0	0	0
	1			1	0	0	0	0	0	0	0	0	0	0
	1			1	0	0	0	0	0	0	0	0	0	0
	1			1	0	0	0	0	0	0	0	0	0	0
	1			1	0	0	0	0	0	0	0	0	0	0
	2			2	0	0	0	0	0	0	0	0	0	0
	2			2	0	0	0	0	0	0	0	0	0	0
	271	55	65	249	0	0	0	0	80	41	38	0	0	159
	1				0	0	0	0	0	0	0	0	0	0
	3			3	0	0	0	0	1	1	0	0	0	2
	1			1					1					1

Max # of Offers*	# to Restructure*	# to Eliminate	Comments
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	21	0	See footnote below
0	1	0	
	1		
0	1	0	
	1		
0	9	0	Excludes INFOSEC/Security positions
	3		
	6		
0	2	0	
	1		
	1		
0	0	0	
0	6	0	
	1		
	1		
	1		
	1		
	2		
0	1	0	
	1		
0	1	0	
	1		
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	159	0	See footnote below
0	0	0	
0	2	0	
	1		

		OITO
1301-General Physical Science	Total	
	OEIP	
1529-Mathematical Statistics	Total	
	OEIP	
2210-Information Technology Management	Total	
	OIM	
	OISP	
	ODSTA	
	OCAPPM	
	OITO	
	OEIP	
	OEIP	
28-Environmental Protection Specialist	Total	
	OBOS	
	OIM	
	OEIP	
	OEIP	
301-Miscellaneous Administration and Program	Total	
	OBOS	
	OIM	
	OCAPPM	
	OEIP	
	OEIP	
306-Government Information Specialist	Total	
	OISP	
	OEIP	
308-Records Management	Total	
	OEIP	
318-Secretary	Total	
335-Computer Clerk and Assistant	Total	
340-Program Management	Total	
341-Administrative Officer	Total	
343-Management and Program Analysis	Total	
	OBOS	
	OIM	
	OISP	
	ODSTA	
	OCAPPM	
	OEIP	
	OEIP	
	OEIP	
	OITO	
	OITO	
399-Administration and Office Support Student Trainee	Total	
501-Financial Administration and Program	Total	
	OITO	

SBMD	1			1						1				1
	1	1		1	0	0	0	0	1	0	0	0	0	1
EQMD	1	1		1					1					1
	1	1		1	0	0	0	0	0	1	0	0	0	1
EQMD	1	1		1						1				1
	93	17	16	87	0	0	0	0	18	10	8	0	0	36
	16	6	4	15					3	7	4			14
	11	2	1	10					4		1			5
	7		2	7					4	2	1			7
	6		1	6					5		1			6
IO	2			2						1	1			2
FLAD	1		1	1					1					1
EQMD	1			1					1					1
	14	3	2	14	0	0	0	0	7	2	5	0	0	14
	1			1						1				1
	7	1	1	7					5		3			8
FLAD	1	1		1						1				1
EQMD	3	1		3					2		2			4
	19	2	5	17	0	0	0	0	7	6	2	0	0	15
	4		2	4					2	1				3
	8	2	1	8					2	3	2			7
	2		1	2					2	1				3
ERMD	1			1					1					1
EQMD	1			1						1				1
	7	4	2	7	0	0	0	0	4	0	2	0	0	6
	1	1		1							1			1
FLAD	5	3	2	5					4		1			5
	4	1	1	4	0	0	0	0	1	1	1	0	0	3
ERMD	4	1	1	4					1	1	1			3
	2		1	1	0	0	0	0	0	0	0	0	0	0
	1				0	0	0	0	0	0	0	0	0	0
	7	2	1	6	0	0	0	0	0	0	0	0	0	0
	1			1	0	0	0	0	0	0	0	0	0	0
	105	22	33	99	0	0	0	0	36	18	16	0	0	70
	17	4	6	15					9	1	2			12
	24	3	8	22					8	4	4			16
	3		1	3					3					3
	9	2	4	8						4	3			7
	21	6	4	21					9	4	4			17
IO	4	2	1	4					1	1	1			3
FLAD	1			1					1					1
ERMD	3			2							1			1
IO	2	1	1	2							1			1
SBMD	10	3	4	10					5	4				9
	1			1	0	0	0	0	0	0	0	0	0	0
	1	1		1	0	0	0	0	0	0	1	0	0	1
SBMD	1	1		1							1			1

	1		
0	1	0	
	1		
0	1	0	
	1		
0	36	0	Excludes INFOSEC/Security positions
	14		
	5		
	7		
	6		
	2		
	1		
	1		
0	14	0	
	1		
	8		
	1		
	4		
0	15	0	
	3		
	7		
	3		
	1		
	1		
0	6	0	
	1		
	5		
0	3	0	
	3		
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	70	0	
	12		
	16		
	3		
	7		
	17		
	3		
	1		
	1		
	1		
	9		
0	0	0	
0	1	0	
	1		

	510-Accounting	Total
		OITO
	560-Budget Analysis	Total
		OBOS
		OCAPPM
		OEIP
		OITO
	905-General Attorney	Total
		OBOS
	Grand Total	

*Max offers will be determined by office. See the OEI Business Case for more detail. In total, OEI will o

**All positions will be restructured to either consolidate functions, lower grade levels, or better align v

	3	1	1	3	0	0	0	0	1	1	1	0	0	3
SBMD	3	1	1	3					1	1	1			3
	6		3	6	0	0	0	0	3	1	2	0	0	6
	3		2	3					2		1			3
	1			1					1					1
IO	1		1	1							1			1
SBMD	1			1						1				1
	1			1	0	0	0	0	1	0	0	0	0	1
	1			1					1					1
	343	74	79	314	0	0	0	0	87	48	45	0	0	180

ffer no more than 30 VERA/VSIPs.
with OEI's mission and/or business needs.

0	3	0	
	3		
0	6	0	
	3		
	1		
	1		
	1		
0	1	0	
	1		
30	180	0	

OGC	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
CINCINNATI, OHIO	2		1	2
905-General Attorney	2		1	2
DURHAM, NORTH CAROLINA	2	2		2
905-General Attorney	2	2		2
SAN DIEGO, CALIFORNIA	1		1	1
905-General Attorney	1		1	1
WASHINGTON, DC	223	35	49	178
1222-Patent Attorney	1		1	1
1860-Equal Opportunity Investigation	1	1		1
2210-Information Technology Management	4		1	4
28-Environmental Protection Specialist	3	1		2
301-Miscellaneous Administration and Program	13	4	3	13
306-Government Information Specialist	1			1
340-Program Management	2	1	1	2
341-Administrative Officer	1			1
343-Management and Program Analysis	8	1		7
344-Management and Program Clerical and Assistance	9	1	2	4
360-Equal Opportunity Compliance	2	1	1	2
560-Budget Analysis	1			1
905-General Attorney	173	25	37	136
950-Paralegal Specialist	2		1	1
#N/A	2		2	2
Grand Total	228	37	51	183

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OITA	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8
ARLINGTON,VIRGINIA	1			1		
301-Miscellaneous Administration and Program	1			1		
WASHINGTON,DC	73	12	19	69		
2210-Information Technology Management	1			1		
28-Environmental Protection Specialist	5	1		5		
301-Miscellaneous Administration and Program	45	6	12	41		
303-Miscellaneous Clerk and Assistant	2	2		2		
340-Program Management	5	2	3	5		
343-Management and Program Analysis	15	1	4	15		
Grand Total	74	12	19	70		

# of Targeted Positions												
by Grade												
9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments	
		1					1	1	1			
			2	2			4	3	2			
1							1	1	1			
1		1	2	2			6	5	5			

OLEM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ARLINGTON,VIRGINIA	269	65	71
1035-Public Affairs	4		
110-Economist	9		1
1301-General Physical Science	35	11	7
1320-Chemistry	5	1	2
1350-Geology	2	1	
2210-Information Technology Management	13	1	3
28-Environmental Protection Specialist	74	19	25
301-Miscellaneous Administration and Program	3	2	1
303-Miscellaneous Clerk and Assistant	2	2	
318-Secretary	1		
340-Program Management	9	3	5
343-Management and Program Analysis	64	17	16
344-Management and Program Clerical and Assistance	2		1
401-General Natural Resources Management and Biological Sciences	7		
415-Toxicology	1		
601-General Health Science	5	1	1
819-Environmental Engineering	22	4	6
881-Petroleum Engineering	1	1	
893-Chemical Engineering	10	2	3
ATHENS,GEORGIA	1	1	
1301-General Physical Science	1	1	
BOSTON,MASSACHUSETTS	3	1	
28-Environmental Protection Specialist	2	1	
819-Environmental Engineering	1		
CINCINNATI,OHIO	7	3	2
1301-General Physical Science	2	1	
1306-Health Physics	2	1	1
28-Environmental Protection Specialist	1		1
401-General Natural Resources Management and Biological Sciences	1	1	
819-Environmental Engineering	1		
DENVER,COLORADO	1		
819-Environmental Engineering	1		
DURHAM,NORTH CAROLINA	4	1	
1320-Chemistry	1	1	
343-Management and Program Analysis	1		
830-Mechanical Engineering	1		
893-Chemical Engineering	1		
EDISON,NEW JERSEY	20	7	2
1301-General Physical Science	12	4	1
1320-Chemistry	4	2	
343-Management and Program Analysis	2	1	

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
234															
4											0				
3					2		1				3	2	2		
32					7	9	4				20	7	7		
4						1					1	1	1		
2					2						2	1	1		
12					2	2	1				5	3	3		
71					16	14	14				44	9	9		
3					2		1				3	2	2		
2			2								2	2	2		
1		1									1	1	1		
8											0				
59					21	11	8				40	11	11		
2											0				
1											0				
											0				
4						2	1				3	1	1		
18					5	1	2				8	2	2		
1					1						1	1	1		
7					5	1	1				7	2	2		
1															
1											0				
3															
2							1				1	1	1		
1											0				
7															
2											0				
2											0				
1											0				
1							1				1	1	1		
1											0				
1															
1											0				
4															
1											0				
1											0				
1											0				
1											0				
17															
10						1	1				2	2	2		
3							1				1	1	1		
2					1						1	1	1		

401-General Natural Resources Management and Biological Sciences	1		1
819-Environmental Engineering	1		
ERLANGER,KENTUCKY	1		
343-Management and Program Analysis	1		
FRANKFURT,GERMANY	1		
1301-General Physical Science	1		
KANSAS CITY,KANSAS	1		
1320-Chemistry	1		
LAS VEGAS,NEVADA	11	2	2
1301-General Physical Science	7	1	1
1320-Chemistry	1		
343-Management and Program Analysis	1	1	
690-Industrial Hygiene	1		
819-Environmental Engineering	1		1
LENEXA,KANSAS	2	1	1
1301-General Physical Science	1		1
801-General Engineering	1	1	
NORFOLK,VIRGINIA	1		
1301-General Physical Science	1		
WASHINGTON,DC	172	31	56
1035-Public Affairs	1		
110-Economist	1		
1301-General Physical Science	13	1	3
2210-Information Technology Management	4		4
28-Environmental Protection Specialist	46	3	15
301-Miscellaneous Administration and Program	6	2	3
318-Secretary	2		1
340-Program Management	4		2
343-Management and Program Analysis	76	20	23
401-General Natural Resources Management and Biological Sciences	3		
415-Toxicology	2		1
560-Budget Analysis	1	1	
601-General Health Science	1		1
819-Environmental Engineering	3	1	1
893-Chemical Engineering	6	1	1
ADD SERIES	3	2	1
Grand Total	494	112	134

1										0				
1										0				
1										0				
1										0				
1										0				
1										0				
1										0				
9										0				
5						1				1	1	1		
1										0				
1										0				
1										0				
1										0				
2										0				
1						1				1	1	1		
1						1				1	1	1		
1										0				
169										0				
1										0				
13						2	3			5	3	3		
4										0				
46						4	3	7		14	5	5		
6						1	1	1		3	2	2		
2						1				1	1	1		
4										0				
75						1	1	17	12	8	39	23	23	
2										0				
2								1	1	2	1	1		
1						1				1	1	1		
1						1				1	1	1		
3								1	1	2	2	2		
6						1		1		2	1	1		
3										0				
451		0	1	4	2	91	65	56	0	0	219	94	94	

ORD	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ADA, OKLAHOMA	44	12	9
1102-Contracting	2		2
1301-General Physical Science	14	3	1
1311-Physical Science Technician	2		
1315-Hydrology	7	2	3
1316-Hydrologic Technician	2		
1320-Chemistry	1		
1350-Geology	1		
301-Miscellaneous Administration and Program	2	1	
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	3	2	1
408-Ecology	3	1	1
470-Soil Science	2	1	
819-Environmental Engineering	2	1	
893-Chemical Engineering	1		1
899-Engineering and Architecture Student Trainee	1		
ANN ARBOR, MICHIGAN	1		1
1301-General Physical Science	1		1
ARLINGTON, VIRGINIA	104	26	14
1035-Public Affairs	1		
110-Economist	1	1	
1301-General Physical Science	21	5	3
1315-Hydrology	1	1	
150-Geography	1		
1529-Mathematical Statistics	5	1	1
1530-Statistics	5	2	
2210-Information Technology Management	1		
28-Environmental Protection Specialist	2	1	
301-Miscellaneous Administration and Program	9	3	2
340-Program Management	3	2	1
341-Administrative Officer	2	1	1
343-Management and Program Analysis	12	4	4
401-General Natural Resources Management and Biological Sciences	16	2	
408-Ecology	5		1
415-Toxicology	7	2	
601-General Health Science	9	1	
819-Environmental Engineering	3		1
ATHENS, GEORGIA	38	12	2
1301-General Physical Science	3	2	1
1315-Hydrology	1		
1320-Chemistry	11	4	
1550-Computer Science	2	1	

VSIP	# of Targeted Positions (INCLUSIVE POOLS)										Max # of Offers	# to Restructur e	# to Eliminate
	by Grade												
	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions			
42						7	2			9	9	9	0
2										0	0	0	0
13						1				1	1	1	0
2										0	0	0	0
7						3				3	3	3	0
2										0	0	0	0
1										0	0	0	0
1										0	0	0	0
2						1				1	1	1	0
1						1				1	1	1	0
3							1			1	1	1	0
3						1				1	1	1	0
2										0	0	0	0
2							1			1	1	1	0
1										0	0	0	0
										0	0	0	0
1							1			1	1	1	0
1							1			1	1	1	0
97						15	14			29	20	20	0
1										0	0	0	0
1							1			1	1	1	0
21						4	2			6	5	5	0
1							1			1	1	1	0
1										0	0	0	0
5						2				2	2	2	0
5						1	1			2	2	2	0
1										0	0	0	0
2										0	0	0	0
9						1				1	1	1	0
3										0	0	0	0
2										0	0	0	0
10						2	1			3	1	1	0
14						1	3			4	2	2	0
5							1			1	1	1	0
7						2	1			3	2	2	0
6						1	1			2	1	1	0
3						1	2			3	1	1	0
37						4	5		1	10	1	1	0
3							2			2	0	0	0
1										0	0	0	0
11						1	2		1	4	1	1	0
2										0	0	0	0

1640-Facility Operations Services	1	1	
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		
340-Program Management	1		
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	4	2	
403-Microbiology	1		1
408-Ecology	3	1	
415-Toxicology	1		
560-Budget Analysis	1		
819-Environmental Engineering	4	1	
854-Computer Engineering	1		
ATLANTA,GEORGIA	2		2
301-Miscellaneous Administration and Program	1		1
819-Environmental Engineering	1		1
BOSTON,MASSACHUSETTS	4	1	
1301-General Physical Science	1		
28-Environmental Protection Specialist	1	1	
401-General Natural Resources Management and Biological Sciences	1		
819-Environmental Engineering	1		
CHAPEL HILL,NORTH CAROLI	33	12	3
1301-General Physical Science	2	1	
1320-Chemistry	1		1
1530-Statistics	1		
2210-Information Technology Management	1	1	
318-Secretary	1	1	
341-Administrative Officer	1		
401-General Natural Resources Management and Biological Sciences	11	3	2
403-Microbiology	1	1	
404-Biological Science Technician	1	1	
601-General Health Science	9	2	
602-Medical Officer	2	2	
610-Nurse	2		
CHICAGO,ILLINOIS	1		1
1301-General Physical Science	1		1
CINCINNATI,OHIO	313	83	56
1035-Public Affairs	4		2
110-Economist	4	1	
1301-General Physical Science	38	10	6
1306-Health Physics	2		1
1311-Physical Science Technician	5	2	1
1315-Hydrology	2		
1320-Chemistry	23	2	3
1515-Operations Research	1		
1529-Mathematical Statistics	2	2	
1530-Statistics	2	2	
18-Safety and Occupational Health Management	1		

1									0	0	0	0
1									0	0	0	0
1									0	0	0	0
									0	0	0	0
2									0	0	0	0
4						1			1	0	0	0
1					1				1	0	0	0
3					2				2	0	0	0
1									0	0	0	0
1									0	0	0	0
4									0	0	0	0
1									0	0	0	0
2						1			1	0	0	0
1						1			1	0	0	0
1									0	0	0	0
3						1			1	1	1	0
1									0	0	0	0
1						1			1	1	1	0
									0	0	0	0
1									0	0	0	0
27									0	0	0	0
1									0	0	0	0
1									0	0	0	0
1									0	0	0	0
1									0	0	0	0
1									0	0	0	0
									0	0	0	0
9									0	0	0	0
1									0	0	0	0
1									0	0	0	0
7									0	0	0	0
2									0	0	0	0
2									0	0	0	0
1									0	0	0	0
1									0	0	0	0
294					31	26		3	60	37	37	0
4						1			1	1	1	0
4									0	0	0	0
36						5	1		7	5	5	0
2									0	0	0	0
5									0	0	0	0
2						1			1	1	1	0
23						3	2		5	1	1	0
1									0	0	0	0
2									0	0	0	0
2							1		1	0	0	0
1									0	0	0	0

2210-Information Technology Management	4	4	
28-Environmental Protection Specialist	4		
301-Miscellaneous Administration and Program	7	2	3
308-Records Management	1		
318-Secretary	4	2	1
340-Program Management	2		2
341-Administrative Officer	3	1	
343-Management and Program Analysis	24	6	9
401-General Natural Resources Management and Biological Sciences	51	13	3
403-Microbiology	23	7	2
404-Biological Science Technician	5	1	
408-Ecology	10	2	
415-Toxicology	8	2	1
440-Genetics	1		
470-Soil Science	2		1
499-Biological Science Student Trainee	1		
560-Budget Analysis	6	4	
601-General Health Science	5	3	1
690-Industrial Hygiene	2		
801-General Engineering	4		2
802-Engineering Technical	5		1
80-Security Administration	1	1	
819-Environmental Engineering	34	12	6
830-Mechanical Engineering	3	2	1
854-Computer Engineering	1		1
893-Chemical Engineering	17	2	9
899-Engineering and Architecture Student Trainee	1		
CORVALLIS, OREGON	46	19	2
110-Economist	1		
1301-General Physical Science	3	3	
1320-Chemistry	1	1	
1530-Statistics	3	2	
1550-Computer Science	1		
1640-Facility Operations Services	1		
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		
28-Environmental Protection Specialist	1	1	
301-Miscellaneous Administration and Program	2	1	
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	10	3	
408-Ecology	13	7	1
435-Plant Physiology	2		1
470-Soil Science	1		
482-Fish Biology	1		
499-Biological Science Student Trainee	1		
501-Financial Administration and Program	1	1	
DALLAS, TEXAS	1		

4									0	0	0	0
4									0	0	0	0
6					1				1	1	1	0
1									0	0	0	0
3									0	0	0	0
2									0	0	0	0
3									0	0	0	0
24					3				3	1	1	0
49					4	5		2	11	5	5	0
22					2	2			4	1	1	0
3									0	0	0	0
9					3	2			5	2	2	0
7					1				1	1	1	0
1									0	0	0	0
1									0	0	0	0
									0	0	0	0
5						1			1	1	1	0
5						1			1	1	1	0
2					1				1	0	0	0
4									0	0	0	0
5									0	0	0	0
1									0	0	0	0
31					3	6			9	8	8	0
3						2			2	2	2	0
1									0	0	0	0
16					3	3			6	6	6	0
									0	0	0	0
43									0	0	0	0
1									0	0	0	0
3									0	0	0	0
1									0	0	0	0
3									0	0	0	0
1									0	0	0	0
1									0	0	0	0
									0	0	0	0
1									0	0	0	0
1									0	0	0	0
2									0	0	0	0
1									0	0	0	0
9									0	0	0	0
13									0	0	0	0
2									0	0	0	0
1									0	0	0	0
1									0	0	0	0
1									0	0	0	0
1									0	0	0	0
1									0	0	0	0
1									0	0	0	0

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1301-General Physical Science	1		
DENVER, COLORADO	5	1	
1301-General Physical Science	1		
301-Miscellaneous Administration and Program	1		
343-Management and Program Analysis	2		
601-General Health Science	1	1	
DULUTH, MINNESOTA	58	17	21
1301-General Physical Science	2	1	
1320-Chemistry	13	5	5
1640-Facility Operations Services	1		1
2210-Information Technology Management	1		
341-Administrative Officer	1		
343-Management and Program Analysis	2		1
401-General Natural Resources Management and Biological Sciences	23	5	11
404-Biological Science Technician	1	1	
408-Ecology	7	3	1
415-Toxicology	6	2	1
690-Industrial Hygiene	1		1
DURHAM, NORTH CAROLINA	530	138	110
101-Social Science	1		
1035-Public Affairs	4	1	1
1101-General Business and Industry	1		
1102-Contracting	1		
1301-General Physical Science	130	24	19
1306-Health Physics	3	1	
1311-Physical Science Technician	1		
1315-Hydrology	1		
1320-Chemistry	28	8	7
1350-Geology	1	1	
1399-Physical Science Student Trainee	1		
1412-Technical Information Services	2		
150-Geography	1		
1529-Mathematical Statistics	4	3	
1530-Statistics	3		1
1550-Computer Science	4		1
1640-Facility Operations Services	1	1	
180-Psychology	2		
184-Sociology	1		
2210-Information Technology Management	14	5	2
28-Environmental Protection Specialist	6	1	1
301-Miscellaneous Administration and Program	12	3	2
303-Miscellaneous Clerk and Assistant	1	1	
318-Secretary	1	1	
340-Program Management	6	2	3
341-Administrative Officer	8	4	2
343-Management and Program Analysis	55	8	27
399-Administration and Office Support Student Trainee	1		

1									0	0	0	0
5					1	1			2	1	1	0
1									0	0	0	0
1					1				1	0	0	0
2									0	0	0	0
1						1			1	1	1	0
58									0	0	0	0
2									0	0	0	0
13									0	0	0	0
1									0	0	0	0
1									0	0	0	0
1									0	0	0	0
2									0	0	0	0
23									0	0	0	0
1									0	0	0	0
7									0	0	0	0
6									0	0	0	0
1									0	0	0	0
494					44	51		4	99	52	52	0
1									0	0	0	0
3									0	0	0	0
1									0	0	0	0
									0	0	0	0
119					17	18			35	13	13	0
3									0	0	0	0
1									0	0	0	0
1									0	0	0	0
27					1	3			4	1	1	0
1					1				1	1	1	0
									0	0	0	0
1									0	0	0	0
									0	0	0	0
4						1			1	1	1	0
2									0	0	0	0
2					1				1	0	0	0
1									0	0	0	0
2									0	0	0	0
									0	0	0	0
13					2	2			4	1	1	0
4					1	1			2	0	0	0
12					2	1			3	3	3	0
1									0	0	0	0
1									0	0	0	0
6									0	0	0	0
7									0	0	0	0
55					4	6			10	8	8	0
1									0	0	0	0

[illegible]

401-General Natural Resources Management and Biological Sciences	117	34	33
403-Microbiology	3	1	
404-Biological Science Technician	1	1	
408-Ecology	7	2	1
413-Physiology	2	1	
415-Toxicology	30	9	3
560-Budget Analysis	13	2	
601-General Health Science	16	2	
602-Medical Officer	1	1	
690-Industrial Hygiene	2		
801-General Engineering	4	1	2
802-Engineering Technical	10	5	
819-Environmental Engineering	22	9	4
830-Mechanical Engineering	2	1	
856-Electronics Technical	1	1	
858-Bioengineering and Biomedical Engineering	1		1
893-Chemical Engineering	3	3	
#N/A	1	1	
EDISON, NEW JERSEY	8	5	2
1301-General Physical Science	1	1	
28-Environmental Protection Specialist	1	1	
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	1	1	
601-General Health Science	1	1	
819-Environmental Engineering	2		1
893-Chemical Engineering	1	1	
GROSSE ILE, MICHIGAN	2		
819-Environmental Engineering	2		
GULF BREEZE, FLORIDA	58	12	13
101-Social Science	1		
1102-Contracting	2	1	
1301-General Physical Science	1		
1320-Chemistry	2	1	1
150-Geography	1		
1601-Equipment, Facilities, and Services	1		1
1640-Facility Operations Services	1		1
2001-General Supply	1		1
2210-Information Technology Management	2		1
301-Miscellaneous Administration and Program	1		1
341-Administrative Officer	1		
343-Management and Program Analysis	2	1	1
401-General Natural Resources Management and Biological Sciences	23	5	3
403-Microbiology	5	2	2
404-Biological Science Technician	1		1
408-Ecology	10	2	
415-Toxicology	1		
560-Budget Analysis	1		

115						9	11		2	22	16	16	0
3							1			1	0	0	0
1										0	0	0	0
7									1	1	0	0	0
2										0	0	0	0
24						1	2			3	2	2	0
13						1				1	0	0	0
15						2	1			3	0	0	0
1						1				1	1	1	0
2										0	0	0	0
4										0	0	0	0
9										0	0	0	0
21						1	2		1	4	3	3	0
2										0	0	0	0
1										0	0	0	0
1										0	0	0	0
3							2			2	2	2	0
1										0	0	0	0
8										0	0	0	0
1										0	0	0	0
1										0	0	0	0
1										0	0	0	0
1										0	0	0	0
1										0	0	0	0
2										0	0	0	0
1										0	0	0	0
2										0	0	0	0
1										0	0	0	0
2										0	0	0	0
2										0	0	0	0
50						1				1	1	1	0
										0	0	0	0
										0	0	0	0
1										0	0	0	0
2										0	0	0	0
										0	0	0	0
1						1				1	1	1	0
1										0	0	0	0
1										0	0	0	0
2										0	0	0	0
1										0	0	0	0
1										0	0	0	0
2										0	0	0	0
19										0	0	0	0
5										0	0	0	0
1										0	0	0	0
10										0	0	0	0
1										0	0	0	0
1										0	0	0	0

[illegible]

690-Industrial Hygiene	1		
GULF,FLORIDA	1	1	
401-General Natural Resources Management and Biological Sciences	1	1	
HAMPTON,VIRGINIA	1		1
819-Environmental Engineering	1		1
LAKEWOOD,COLORADO	1		
343-Management and Program Analysis	1		
LAS VEGAS,NEVADA	41	15	12
1102-Contracting	1		
1301-General Physical Science	13	6	3
1311-Physical Science Technician	1		
1320-Chemistry	7	2	2
1530-Statistics	1	1	
1550-Computer Science	1		1
1640-Facility Operations Services	1		
2210-Information Technology Management	2	1	
28-Environmental Protection Specialist	1		1
301-Miscellaneous Administration and Program	3	1	2
343-Management and Program Analysis	4	2	2
401-General Natural Resources Management and Biological Sciences	1	1	
408-Ecology	3	1	1
560-Budget Analysis	1		
690-Industrial Hygiene	1		
LENEXA,KANSAS	1		
1301-General Physical Science	1		
LOS ANGELES,CALIFORNIA	3		2
1301-General Physical Science	1		
1315-Hydrology	1		1
819-Environmental Engineering	1		1
NARRAGANSETT,RHODE ISLAN	66	27	17
1087-Editorial Assistance	1	1	
1102-Contracting	1	1	
110-Economist	2		
1301-General Physical Science	15	7	8
1311-Physical Science Technician	2		
1320-Chemistry	3	3	
1360-Oceanography	2	2	
1550-Computer Science	1	1	
1640-Facility Operations Services	2		1
2210-Information Technology Management	1	1	
301-Miscellaneous Administration and Program	1		
341-Administrative Officer	1		1
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	19	8	5
404-Biological Science Technician	1		
408-Ecology	10	2	2
560-Budget Analysis	1	1	

1										0	0	0	0
1										0	0	0	0
1										0	0	0	0
1					1					1	0	0	0
1					1					1	0	0	0
1						1				1	0	0	0
1						1				1	0	0	0
37			2	2	13	7	8			32	27	27	0
										0	0	0	0
13			1		4	1	4			10	9	9	0
1										0	0	0	0
7				1	3	1	2			7	4	4	0
1						1				1	1	1	0
1					1					1	1	1	0
1										0	0	0	0
2					1	1				2	1	1	0
1				1						1	1	1	0
2						2				2	3	3	0
4			1		2	1				4	4	4	0
1							1			1	1	1	0
3					2		1			3	2	2	0
										0	0	0	0
										0	0	0	0
1										0	0	0	0
1										0	0	0	0
3						1				1	1	1	0
1										0	0	0	0
1										0	0	0	0
1							1			1	1	1	0
61										0	0	0	0
1										0	0	0	0
1										0	0	0	0
1										0	0	0	0
15										0	0	0	0
1										0	0	0	0
3										0	0	0	0
2										0	0	0	0
1										0	0	0	0
1										0	0	0	0
1										0	0	0	0
1										0	0	0	0
1										0	0	0	0
1										0	0	0	0
19										0	0	0	0
1										0	0	0	0
10										0	0	0	0
1										0	0	0	0

690-Industrial Hygiene	1		
NEW YORK, NEW YORK	1		
1301-General Physical Science	1		
NEWPORT, OREGON	10	4	
1301-General Physical Science	1		
1360-Oceanography	1		
150-Geography	1	1	
401-General Natural Resources Management and Biological Sciences	4	2	
408-Ecology	2		
482-Fish Biology	1	1	
NORWOOD, OHIO	1		
301-Miscellaneous Administration and Program	1		
OAKLAND, CALIFORNIA	1		
#N/A	1		
PHILADELPHIA, PENNSYLVANIA	1		
819-Environmental Engineering	1		
SAN FRANCISCO, CALIFORNIA	1		1
819-Environmental Engineering	1		1
SEATTLE, WASHINGTON	3		1
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	1		1
415-Toxicology	1		
SILVER SPRING, MARYLAND	1		
414-Entomology	1		
ST PAUL, MINNESOTA	1		
1301-General Physical Science	1		
ST PETERSBURG, FLORIDA	1		
408-Ecology	1		
WASHINGTON, DC	196	32	53
1035-Public Affairs	2		
1082-Writing and Editing	1		1
1101-General Business and Industry	2		1
1301-General Physical Science	31	4	11
1399-Physical Science Student Trainee	1		
190-General Anthropology	1		
2210-Information Technology Management	8		5
28-Environmental Protection Specialist	4	1	
301-Miscellaneous Administration and Program	18	4	6
318-Secretary	1	1	
340-Program Management	3	1	2
341-Administrative Officer	2		
343-Management and Program Analysis	56	6	13
344-Management and Program Clerical and Assistance	1		
399-Administration and Office Support Student Trainee	7		
401-General Natural Resources Management and Biological Sciences	28	9	4
403-Microbiology	1		
408-Ecology	1		

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415-Toxicology	1		
501-Financial Administration and Program	2		1
560-Budget Analysis	12	1	6
601-General Health Science	3		1
602-Medical Officer	1		
801-General Engineering	1	1	
819-Environmental Engineering	6	3	1
#N/A	2	1	1
WILMINGTON, NORTH CAROLIN	1		1
2210-Information Technology Management	1		1
Grand Total	1580	417	324

1						1				1	0	0	0
2							1			1	1	1	0
12						1				1	1	1	0
3						1				1	0	0	0
										0	0	0	0
1										0	0	0	0
5							2			2	2	2	0
2									1	1	1	1	0
1										0	0	0	0
1											0	0	0
1463	0	0	2	2	13	132	136	0	11	296	183	183	0

Max # total is correct but could vary from location estimates because of pools. Pools are used wherever Max# is lower than Targeted# (e.g. 6 of 10 in a pool of 0400 series family across locations may accept)

Note: Max number of offers per series for all locations are listed under Washington DC

Office of Water		Total Non-Term Employees
ARLINGTON,VIRGINIA- OST		1
28-Environmental Protection Specialist		1
CINCINNATI,OHIO - OGWDW		31
1301-General Physical Science		3
28-Environmental Protection Specialist		4
318-Secretary		1
343-Management and Program Analysis		1
401-General Natural Resources Management and Biological Sciences		1
819-Environmental Engineering		8
1350-Geology		
601-General Health Science		
1320-Chemistry		
MONTCLAIR,NEW JERSEY - OGWDW		1
28-Environmental Protection Specialist		1
WASHINGTON,DC		547
28-Environmental Protection Specialist		167
OAA		
OGWDW		
OST		
OWM		
OWOW		
301-Miscellaneous Administration and Program		22
OAA		
OGWDW		
OST		
OWM		
OWOW		
303-Miscellaneous Clerk and Assistant - OWOW		1
340-Program Management		16
341-Administrative Officer - OGWDW		1
343-Management and Program Analysis		78
OAA		
OGWDW		
OST		
OWM		
OWOW		
344-Management and Program Clerical and Assistance- OGWDW		1
401-General Natural Resources Management and Biological Sciences		39
OGWDW		
OST		

			# of Targeted Positions											
			by Grade											
Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	
		1												
		1					1					1		
2	4	30												
		3					2	1				3		
1	1	4					1	2				3		
		1			1							1		
		1					1					1		
		1						1				1		
	1	8					6		1			7		
							1					1		
							1					1		
							4	3				7		
		1												
		1						1				1		
101	90	470												
27	33	164										126	10	
							2	3	2					
							8	14	6					
							1	11	4					
							12	14	6					
							17	16	10					
9	3	21										17		
						2	2	1	3					
						1	3							
					1		1							
							1	1						
								1						
1		1			1							1		
7	5	16												
	1							1				1		
21	24	74										59		
							4	5	4					
							7	2	2					
							4	1	2					
							6	7	3					
							5	4	3					
1		1			1							1		
4	3	24										18		
							2							
							6	3	2					

Attachment 3

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403-Microbiology	OWM	6
	OWOW	
	OGWDW	
408-Ecology (OWOW)	OST	8
415-Toxicology (OST)		3
801-General Engineering		1
819-Environmental Engineering		44
893-Chemical Engineering	OGWDW	5
	OST	
	OWM	
	OWOW	
	OST	
	OWM	
1301-General Physical Science		73
1315-Hydrology (OGWDW)	OGWDW	1
	OST	
	OWM	
1320-Chemistry	OWOW	4
1350-Geology (OGWDW)	OGWDW	2
	OST	
	OWOW	
1515-Operations Research (OST)		1
1529-Mathematical Statistics (OGWDW)		2
2210-Information Technology Management		28
	OAA	
	OGWDW	
	OST	
	OWM	
	OWOW	
110-Economist		10
1160-Financial Analysis	OAA	12
	OGWDW	
	OST	
560-Budget Analysis		3
601-General Health Science	OST	3
	OWOW	
	OGWDW	
	OST	

1	1	6					1										2
							4										
															8		
							2										
							3	3									
		1						1							1		
1		1						1							1		
1		1					1								1		
1		3					1								1		
															28		
							4	4	5								
							3	2	2								
							5	2									
							1										
		1													5		
							1	2									
								1	1								
9		4	51												50		
							7	8									
							12	4									
							5	1	2								
							7	1	3								
1			1				1								1		
1			3												3		
							1										
								1									
								1									
1			2					1	1						2		
1			1						1						1		
1			1					1							1		
6		3	25												22		2
							1	4									
							4	3	1								
								1									
							1										
							3	3	1								
1		1	9												9		
							1	1									
							1	1									
							3	1	1								
		6															
		3													3		
							1	1									
							1										
1		1	2												2		
								1									
									1								

1109-Grants Management (OGWDW)	1
905-General Attorney	8
301- Scientific & Senior Level Positions	5
OAA	
OGWDW	
OST	
OWOW	
Grand Total	580

1		1					1				1	
2		8										
4		1								2	1	
									2			
103	94	502		4	3	172	143	67		2	391	30

		1 supervisory

					# of Target				
					b				
Region 1	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13
BOSTON, MASSACHUSETTS	511	120	185	473					
0344-Management and Program Clerical Assistance						1			
0303-Administrative Support Assistant						1			
0029-Environmental Protection Assistant						1			
0028-Environmental Protection Specialist									5
0819-Environmental Engineer									2
0819-Environmental Engineer									
0028-Environmental Protection Specialist									
0819-Environmental Engineer									12
0028-Environmental Protection Specialist									4
1301-Physical Scientist									1
0401-Life/Biological Scientist									5
0819-Environmental Engineer								4	
0028-Environmental Protection Specialist								2	
0819-Environmental Engineer									9
1301-Physical Scientist									10
1035-Public Affairs	11	1	5	11					
1101-General Business and Industry	2			2					
1102-Contracting	7			5					
1109-Grants Management	8	4	2	7					
1160-Financial Analysis	2		1	2					
1301-General Physical Science	72	18	22	70					1
1306-Health Physics	1			1					
1315-Hydrology	2		1	2					
1350-Geology	1	1		1					
1399-Physical Science Student Trainee	1								
1810-General Investigating	1	1		1					1

Targeted Positions by Grade								
14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
				1	1		1	Eliminate 1 GS-0029-08, GS-0303-7, GS-0344-07 (OSRR). 1 V/V offer limited to GS-0344/0303/0029-7/8, to all OSRR employees.
				1				
				1				
				5	2	1	1	Eliminate 1 GS-0819/0028-13 (OES); Restructure 1 GS-0819/0028-12 (OES). 2 V/V offers limited GS-0819/0028-13, in A&P2
				2				
2				2	1	1		Restructure 1 GS-0819/0028-13 (OES). 1 V/V offer limited to GS-0819/0028-14, Technical Enforcement Branch.
2				2				
				12	2	2		0819/1301/0401/0028 (OES). - 2 V/V offers limited GS-13's in four series: 0819/1301/0401/0028, in Technical Enforcement Branch.
				4				
				1				
				5				
				4	1		1	Eliminate 1 GS-12 0819/0028 (OES). 1 V/V offer limited GS- 12's
				2				
				9	2	2		Restructure 2 GS-0819/1301-12 (OSRR). 2 V/V offers limited GS-
				10				
	1			2	2	1	1	Eliminate 1 GS-1301-15 (ORA). 1 V/V offer limited to GS-1301-15, ORA Immediate Office. Restructure 1 GS-1301-12 (OEP). 1 V/V offer limited GS-1301-13, Air Programs Branch: Air Permits, Toxics and Indoor Programs.
				1	1		1	Eliminate 1 GS-1810-13 (OSRR). 1 V/V offer limited to GS-1810-13 on Technical and Enforcement Support Branch.

18-Safety and Occupational Health Management	2			1					
201-Human Resources Management	5	2	2	5					
2210-Information Technology Management	19	4	6	19					6
260-Equal Employment Opportunity	1			1					
28-Environmental Protection Specialist	85	22	39	84				1	2
0028-Environmental Protection Specialist (RPM)									2
0028-Supervisory Environmental Protection Specialist									
29-Environmental Protection Assistant	8	2	5	8		3			
301-Miscellaneous Administration and Program	9	2	3	9					1
303-Miscellaneous Clerk and Assistant	2	1		2	1				

2				8	3	3	Restructure 2 GS-2210-13; and 1 GS-2210-12 (OARM). 2 V/V offers to GS-2210-14 and 1 V/V offer to GS-2210-13, limited to Information Technology Branch (Boston, Ma only) (excludes security IT Spec. and phased retirement participant)	
1				4	3	2	1	Eliminate 1 GS-0028-12 (OEP). 1 V/V offer limited to GS-0028-12, in Water Permits Branch. Restructure 1 GS-0028-12/13 (ORC). 1 V/V offer limited to GS-0028-14, Office of Regional Counsel. Restructure 1 GS-0028-7/9/12 (OSRR). 1 V/V offer limited to, GS-0028-13, Technical and Support Branch - Technical and Enforcement Support Section only.
				2	2	2	Restructure 2 GS-0819/1301-13 Remedial Project Managers (RPM) (OSRR). 2 V/V offers limited GS-0028-13 (RPMS only) in Remediation and Restoration 1 Branch.	
3				3	1	1	Eliminate 1 GS-0028-14 (OEP). 1 V/V offer limited to Supervisory GS-0028-14, to all Supervisory OEP employees.	
				3	1	1	Eliminate 1 GS-0029-08, (OEP). 1 V/V offer limited to GS-0029-08, to all OEP employees.	
				1	1	1	Restructure 1 GS-0028-12 (OEP). 1 V/V offer limited to GS-0301-13, Grants, Tribal & Municipal Assistance Branch.	
				1	1	1	Eliminate 1 GS-0303-04 (OARM). 1 V/V offer limited to 1 GS-0303-04, Customer Services and Facilities Unit.	

304-Information Receptionist	1	1	1	1	1	1
306-Government Information Specialist	1		1	1		
318-Secretary	4	1	1	4		
326-Office Automation Clerical and Assistance	2	1		2		
340-Program Management	8	3	5	8		
342-Support Services Administration	3	1	1	1		1
343-Management and Program Analysis	13	3	4	13		
344-Management and Program Clerical and Assistance	1		1	1		
399-Administration and Office Support Student Trainee	1					
401-General Natural Resources Management and Biological Sciences	29	4	6	18		1
499-Biological Science Student Trainee	9			2		
501-Financial Administration and Program	9		3	8		2
510-Accounting	3		1	3		
525-Accounting Technician	1		1	1		1
560-Budget Analysis	4	2	2	4		
80-Security Administration	1			1		
819-Environmental Engineering	121	29	56	116		1
899-Engineering and Architecture Student Trainee	2					
905-General Attorney	54	17	17	53		

				1	1		1	Eliminate 1 GS-0304-07 (ORA). 1 V/V offer limited GS-0304-07, Public Affairs Unit.
				1	1	1		Restructure 1 GS-0342-9/11 (OARM). 1 V/V offer limited to GS-0342-12, in Customer Services and Facilities Unit.
				1	1	1		Restructure 1 GS-0401/1301-12 (OEP). 1 V/V offer limited to GS-0401-13, Wetlands, Water Quality and Information Branch - Wetlands Protection Section only.
				2	1	1		Restructure 1 GS-0501-11 (OARM). 1 V/V offer limited GS-0501-12 in Comptrollers Office.
				1	1		1	Eliminate 1 GS-0525-09 (OARM). 1 V/V offer limited to GS-0525-09 in Comptrollers Office.
				1	1	1		Restructure 1 GS-0819-7/9/12 (OSRR). 1 V/V offer limited to GS-0819-13, Technical and Support Branch - Technical and Enforcement Support Section only.
8				8	3	3		Restructure 1 GS-0260-12/13 (ORA) - 1 V/V offer limited to GS-0905-15, in OCRUA; Restructure 2 GS-0905-14 (OES) - 2 V/V offers limited GS-0905-15 in Legal Enforcement Branch - Superfund and Regulatory Legal Offices.

950-Paralegal Specialist	3			3					
99-General Student Trainee	2								
NORTH CHELMSFORD,MASSACH	56	17	16	45					
1301-General Physical Science	13	6	1	10					1
1320-Chemistry	16	5	6	14					9
1399-Physical Science Student Trainee	1								
18-Safety and Occupational Health Management	1			1					
2210-Information Technology Management	1		1	1					
28-Environmental Protection Specialist	2		2	2					
318-Secretary	1	1		1					
340-Program Management	1	1		1					
342-Support Services Administration	2			2					
343-Management and Program Analysis	1		1	1					
401-General Natural Resources Management and Biological Sciences	5	3		5					
819-Environmental Engineering	11	1	5	7					
899-Engineering and Architecture Student Trainee	1								
Grand Total	567	137	201	521	1	7	1	10	73

	1			2	2	2		Restructure 1 GS-1301-12 (OEME). 1 V/V offer limited to all GS-1301-13 OEME employees. Restructure 1 GS-1301-14 (OEME). 1 V/V offer limited to all GS-1301-15 OEME employees
				9	1	1		Restructure 1 GS-1320-12 (OEME). 1 V/V offer limited to all OEME GS-1320-13 employees.
10	10	0		112	36	25	11	

Region 2	Division	Branch	Section	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
ALBANY, NEW YORK				5	1		4
1035-Public Affairs				1			1
1301-General Physical Science				2	1		2
819-Environmental Engineering				2			1
BUFFALO, NEW YORK				2	1		1
1035-Public Affairs				1	1		1
1301-General Physical Science				1			
EDISON, NEW JERSEY				143	34	45	130
multi-series - all GS-13s in branch; regardless of sub-organization, Includes GS-1301 and 1320.	DESA	HWSB					
multi-series - all GS-13s in branch; regardless of sub-organization, Includes GS-401, 1301, and 1320.	DESA	Lab					
multi-series - all GS-13s in branch; regardless of sub-organization, Includes GS-401, 819, 1301, and 1350.	DESA	MAB					
1301-General Physical Science				66	15	29	63
1320-Chemistry				19	6	3	16
1350-Geology				1		1	1
28-Environmental Protection Specialist				4	1		4
303-Miscellaneous Clerk and Assistant				2	2		2
318-Secretary				4		2	4
401-General Natural Resources Management and Biological Sciences				20	3	3	14
403-Microbiology				4			4
690-Industrial Hygiene				1			1
801-General Engineering				2	1		2
819-Environmental Engineering				19	6	6	18
830-Mechanical Engineering				1		1	1
GUAYNABO, PUERTO RICO				47	9	10	44
1035-Public Affairs				1			1
1301-General Physical Science				12	2	1	12
1350-Geology				1			1
318-Secretary				3	1	2	3
401-General Natural Resources Management and Biological Sciences				1		1	1
510-Accounting				1			1
819-Environmental Engineering				23	6	6	22

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Comments
Backfill with full-performance level (FPL) of GS-12 (at entry level if external).
Backfill with full-performance level (FPL) of GS-12 (at entry level if external).
Backfill with full-performance level (FPL) of GS-12 (at entry level if external).
Note: multi-series clusters include multiple GS-1301-13s.
Note: Multi-series clusters include multiple GS-1320-13s.
Note: DESA/MAB multi-series cluster includes a GS-1350-13.
Note: DESA/MAB multi-series cluster includes several GS-819-13s.
Note: Multi-series clusters include multiple GS-819-13s.

905-General Attorney				4			3
#N/A				1			
NEW YORK, NEW YORK				582	159	181	542
multi-series - all GS-13s in branch; regardless of sub-organization, includes GS-028, 819, 1301, and 1320.	CASD	APB					
multi-series - all GS-13s in branch; regardless of sub-organization, includes GS-028, 401, 819, and 1301.	CASD	SMPB					
multi-series - UIC program: includes GS-819, 1301, and 1350 staff. Titles include Environmental Engineer, Environmental Scientist, Geologist, Lead Environmental Scientist (the word Lead is a reflection of a processing glitch and an outdated PD), and Physical Scientist.	DECA	WCB	GCS				
1035-Public Affairs				14	3	4	13
1102-Contracting				9	4	2	9
1109-Grants Management				11	2	3	11
1160-Financial Analysis				1	1		1
1301-General Physical Science				107	20	41	97
1306-Health Physics				2	1		2
1315-Hydrology				4	3		4
1320-Chemistry				1	1		1
1350-Geology				15	9	2	14
1550-Computer Science				2			2
1810-General Investigating				1			
201-Human Resources Management				7	2	2	7
2210-Information Technology Management				12	3	2	12
260-Equal Employment Opportunity				1		1	1
28-Environmental Protection Specialist				41	9	11	41
28 subset - Environmental Protection Specialist	CASD	APB	APS				
301-Miscellaneous Administration and Program				4	3		4
301 subset - Congressional & Intergov. Relations Spec.	PAD	ICAB					
303-Miscellaneous Clerk and Assistant				12	2	8	12
306-Government Information Specialist				3		2	2
308-Records Management				2		1	1
318-Secretary				26	3	14	26
318 subset - Secretary	CASD	RIAB					
326-Office Automation Clerical and Assistance	CASD	HWPB		1	1		1
340-Program Management				8	3	2	7

[illegible]

Backfill with full-performance level (FPL) of GS-12 (at entry level if external).
Backfill with full-performance level (FPL) of GS-12 (at entry level if external).
Positions will be restructured to support functions other than UIC (>25% change in duties); changes to series and FPLs are also possible.
Note: Multi-series clusters include multiple GS-1301-13s.
Note: CASD/APB multi-series cluster includes a GS-1320-13.
Note: DECA/WCB multi-series cluster includes several GS-1350-13s.
Note: CASD/SMB multi-series cluster includes several GS-028-13s.
Backfill with lower FPL (and probably different series).
Backfill with different series and lower FPL.
All seven GS-6 NYC office assistants are targeted; for one incumbent, V/V eligibility may be in question.
Employee is part-time.

341-Administrative Officer				1	1		1
342-Support Services Administration				1			
343-Management and Program Analysis				8	2	1	8
401-General Natural Resources Management and Biological Sciences				33	6	2	23
401 subset - Aquatic Biologist	CWD	CWRB	NS				
415-Toxicology				1	1		1
501-Financial Administration and Program				4		1	4
505-Financial Management				1			1
510-Accounting				9		5	9
525-Accounting Technician				3		2	3
560-Budget Analysis				5		4	5
801-General Engineering				1	1		1
808-Architecture				1			1
819-Environmental Engineering				147	45	51	139
819 subset - Environmental Engineering	CWD	DWMIB	SRF				
901-General Legal and Kindred Administration				1			1
905-General Attorney	ORC			76	30	17	71
950-Paralegal Specialist				5	3	2	5
963-Legal Instruments Examining	ORC	IO		1		1	1
NEW YORK,NEW YORK				2		1	2
1035-Public Affairs				1		1	1
401-General Natural Resources Management and Biological Sciences				1			1
ST THOMAS,VIRGIN ISLANDS				2		1	2
401-General Natural Resources Management and Biological Sciences				1			1
819-Environmental Engineering				1		1	1
STAMFORD,CONNECTICUT				1	1		1
1301-General Physical Science				1	1		1
Grand Total				784	205	238	726

Region 3	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANNAPOLIS JUNC, MARYLAND	1		
28-Environmental Protection Specialist	1		
ANNAPOLIS, MARYLAND	21	6	6
1035-Public Affairs	1		
1301-General Physical Science	5	1	3
28-Environmental Protection Specialist	9	1	3
318-Secretary	1	1	
340-Program Management	2	2	
341-Administrative Officer	1		
343-Management and Program Analysis	1	1	
819-Environmental Engineering	1		
BLUEMONT, VIRGINIA	1		
819-Environmental Engineering	1		
CHARLESTON, WEST VIRGINIA	2		
301-Miscellaneous Administration and Program	1		
905-General Attorney	1		
FORT MEADE, MARYLAND	45	11	9
1301-General Physical Science	16	5	4
1320-Chemistry	15	3	3
1399-Physical Science Student Trainee	1		
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		
301-Miscellaneous Administration and Program	2		1
342-Support Services Administration	1		
401-General Natural Resources Management and Biological Sciences	4	1	
819-Environmental Engineering	3	2	
905-General Attorney	1		1
HERNDON, VIRGINIA	1		1
905-General Attorney	1		1
PHILADELPHIA, PENNSYLVANIA	739	180	197
1035-Public Affairs	19	6	3
1101-General Business and Industry	1		
1102-Contracting	12	5	2
1109-Grants Management	11	4	3
1160-Financial Analysis	5	2	
1301-General Physical Science	154	26	28
1306-Health Physics	1		1
1315-Hydrology	1	1	
1340-Meteorology	1		
1350-Geology	5	1	2
1399-Physical Science Student Trainee	4		
1810-General Investigating	4	3	

VSIP	# of Targeted Positions										Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade													
	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
1														
1										0	0	0	0	
20														
										0	0	0	0	
5					1	2	1			4	2	2	0	
9					1	2	2			5	2	2	0	
1		1								1	1	1	0	
2							1			1	1	1	0	
1										0	0	0	0	
1										0	0	0	0	
1										0	0	0	0	
1										0	0	0	0	
1														
1										0	0	0	0	
2														
1										0	0	0	0	
1										0	0	0	0	
38														
16				1	5	2	1			9	2	2	0	
11					4	1				5	2	2	0	
1										0	0	0	0	
										0	0	0	0	
1					1					1	1	1	0	
1						1				1	1	1	0	
1										0	0		0	
3					1					1	1	1	0	
3				1		1				2	1	1	0	
1							1			1	1	1	0	
1														
1						1				1	1	1	0	
643														
19				1	7	2				10	4	3	1	
1										0	0	0	0	
12										0	0	0	0	
9				4	3					7	2	1	1	
5					2					2	1	1	0	
130				1	41	10	4			56	18	15	3	
1						1				1	1	1	0	
1						1				1	1	1	0	
1										0	0	0	0	
5					2	1				3	1	1	0	
										0	0	0	0	
4				1	2					3	3	0	3	

18-Safety and Occupational Health Management	1		
201-Human Resources Management	12	3	1
2210-Information Technology Management	19	7	5
2299-Information Technology Student Trainee	2		
260-Equal Employment Opportunity	1		1
28-Environmental Protection Specialist	89	29	43
299-Human Resources Management Student Trainee	1		
29-Environmental Protection Assistant	1		1
301-Miscellaneous Administration and Program	13	2	6
303-Miscellaneous Clerk and Assistant	9	1	
306-Government Information Specialist	1		1
308-Records Management	1		
318-Secretary	18	3	9
326-Office Automation Clerical and Assistance	2	2	
340-Program Management	10	4	5
342-Support Services Administration	4	1	3
343-Management and Program Analysis	19	4	3
350-Equipment Operator	1	1	
401-General Natural Resources Management and Biological Sciences	75	5	4
408-Ecology	3	1	1
414-Entomology	1		
415-Toxicology	9	3	5
457-Soil Conservation	1	1	
499-Biological Science Student Trainee	4		
501-Financial Administration and Program	6	4	2
505-Financial Management	1	1	
510-Accounting	8	1	4
525-Accounting Technician	1		
560-Budget Analysis	1	1	
819-Environmental Engineering	128	33	35
893-Chemical Engineering	1		1
899-Engineering and Architecture Student Trainee	2		
905-General Attorney	70	23	27
950-Paralegal Specialist	4	1	1
#N/A	2	1	
RICHMOND,VIRGINIA	1		1
1301-General Physical Science	1		1
TITUSVILLE,PENNSYLVANIA	1		1
1301-General Physical Science	1		1
WASHINGTON,DC	1		
28-Environmental Protection Specialist	1		
WHEELING,WEST VIRGINIA	13	2	2
1301-General Physical Science	2	1	
1315-Hydrology	1	1	
28-Environmental Protection Specialist	2		1
401-General Natural Resources Management and Biological Sciences	7		
819-Environmental Engineering	1		1

1										0	0	0	0
10			1	2	1					4	2	1	1
19			3	6	1					10	3	2	1
										0	0	0	0
1					1					1	1	1	0
88			9	14	37	8	6			74	21	16	5
1										0	0	0	0
1		1								1	1	0	1
13			1			3	4			8	3	2	1
9		1								1	1	1	0
1				1						1	1	1	0
1										0	0	0	0
18		7	6							13	8	5	3
2		1								1	1	0	1
10						0	4			4	4	4	0
4			3	1						4	2	1	1
16			2	2	2	1				7	3	2	1
1		1								1	1	1	0
42					5	3	1			9	3	3	0
3					1	1				2	1	0	1
1										0	0	0	0
9					6	3				9	2	1	1
1					1					1	1	1	0
										0	0	0	0
6			1	5						6	2	1	1
1							1			1	1	1	0
7					4	1				5	2	1	1
1										0	0	0	0
1						1				1	1	1	0
111					49	11	11			71	20	17	3
1					1					1	1	1	0
										0	0	0	0
70						23	27			50	17	13	4
4					2	1				3	2	1	1
1										0	0	0	0
1													
1						1				1	1	1	0
1													
1							1			1	1	1	0
13													
2						1				1	1	1	0
1						1				1	1	1	0
2						1				1	1	1	0
7										0	0	0	0
1						1				1	1	1	0

Grand Total	826	199	217
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722									411	159	124	35	
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Region 4	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ATHENS, GEORGIA	85	14	15
1301-General Physical Science	20	4	5
1311-Physical Science Technician	1	1	
1320-Chemistry	20	4	2
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	2		
28-Environmental Protection Specialist	1		
301-Miscellaneous Administration and Program	1	1	
318-Secretary	2		
341-Administrative Officer	1		
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	18	2	4
415-Toxicology	1		
819-Environmental Engineering	15	2	4
ATLANTA, GEORGIA	806	148	275
1001-General Arts and Information	1	1	
1035-Public Affairs	13		4
1071-Audiovisual Production	2		1
1084-Visual Information	1		1
1101-General Business and Industry	2		2
1102-Contracting	9	1	1
1106-Procurement Clerical and Technician	1	1	
1109-Grants Management	10	3	3
1160-Financial Analysis	3	1	
1301-General Physical Science	158	27	61
1315-Hydrology	5	1	
1320-Chemistry	1		
1350-Geology	2	2	
150-Geography	1		
1810-General Investigating	5	1	3
201-Human Resources Management	6	2	2
2210-Information Technology Management	12	2	5
260-Equal Employment Opportunity	2		1
28-Environmental Protection Specialist	58	12	25
29-Environmental Protection Assistant	1		1
301-Miscellaneous Administration and Program	23	4	8
303-Miscellaneous Clerk and Assistant	15	6	2
306-Government Information Specialist	11	3	7
308-Records Management	2		
318-Secretary	11	3	6
326-Office Automation Clerical and Assistance	1		
335-Computer Clerk and Assistant	1		1

# of Targeted Positions (Revised as of 6/6/2017)												Max # of Offers	# to Restructu re	# to Eliminate	Comment s
by Grade															
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions					
71	0	0	1	1	0	0	0	0	0	2					
15										0					
1			1							1					
17										0					
1										0					
1										0					
1				1						1					
1										0					
1										0					
2										0					
16										0					
1										0					
14										0					
730	0	1	2	3	12	3.5	2.5	0	0	24					
1										0					
10										0					
2										0					
1										0					
2										0					
9										0					
1										0					
9										0					
3										0					
147					3	1	1			5					
3										0					
1										0					
2										0					
										0					
5										0					
6										0					
12										0					
2										0					
52			2	1	1					4					
1										0					
20										0					
14		1								1					
9										0					
1										0					
10										0					
1										0					
1										0					

340-Program Management	12	4	6
341-Administrative Officer	3		2
342-Support Services Administration	3		
343-Management and Program Analysis	24	2	15
3502-Laboring	1		
401-General Natural Resources Management and Biological Sciences	91	14	15
408-Ecology	2		
415-Toxicology	4		3
499-Biological Science Student Trainee	1		
501-Financial Administration and Program	7	3	4
505-Financial Management	1		1
510-Accounting	2		1
560-Budget Analysis	11	4	3
5703-Motor Vehicle Operating	2		
601-General Health Science	1		1
690-Industrial Hygiene	1		
801-General Engineering	1	1	
80-Security Administration	2		
819-Environmental Engineering	212	39	70
840-Nuclear Engineering	1		1
905-General Attorney	65	10	18
950-Paralegal Specialist	1	1	
986-Legal Assistance	1		1
BAY ST LOUIS, MISSISSIPPI	11	1	3
1301-General Physical Science	2		1
28-Environmental Protection Specialist	1		
340-Program Management	2		2
343-Management and Program Analysis	3	1	
401-General Natural Resources Management and Biological Sciences	2		
819-Environmental Engineering	1		
CHARLOTTE, NORTH CAROLINA	1		
819-Environmental Engineering	1		
CRAWFORDVILLE, FLORIDA	1		
401-General Natural Resources Management and Biological Sciences	1		
DURHAM, NORTH CAROLINA	1	1	
28-Environmental Protection Specialist	1	1	
GULFPORT, MISSISSIPPI	3		
1301-General Physical Science	1		
819-Environmental Engineering	2		
JACKSON, MISSISSIPPI	1		1
819-Environmental Engineering	1		1
JACKSON, TENNESSEE	1		1
819-Environmental Engineering	1		1
JACKSONVILLE, FLORIDA	1		1
1301-General Physical Science	1		1
LOUISVILLE, KENTUCKY	1	1	
819-Environmental Engineering	1	1	

11											0				
3											0				
3											0				
22				1							1				
1											0				
77				1							1				
2											0				
4											0				
											0				
7											0				
1											0				
2											0				
8											0				
2											0				
1											0				
1											0				
1				1							1				
1											0				
195				7	1						8				
1											0				
60				1.5	1.5						3				
1											0				
1											0				
11		0	0	0	0	0	0	0	0	0	0				
2											0				
1											0				
2											0				
3											0				
2											0				
1											0				
1		0	0	0	0	0	0	0	0	0	0				
1											0				
1		0	0	0	0	0	0	0	0	0	0				
1											0				
1		0	0	0	0	0	0	0	0	0	0				
1											0				
2		0	0	0	0	0	0	0	0	0	0				
											0				
2											0				
1		0	0	0	0	0	0	0	0	0	0				
1											0				
1		0	0	0	0	0	0	0	0	0	0				
1											0				
1		0	0	0	0	0	0	0	0	0	0				
1											0				
1		0	0	0	0	0	0	0	0	0	0				
1											0				
1		0	0	0	0	0	0	0	0	0	0				
1											0				

MOBILE,ALABAMA	1		1
401-General Natural Resources Management and Biological Sciences	1		1
WEST PALM BEACH,FLORIDA	1	1	
401-General Natural Resources Management and Biological Sciences	1	1	
Grand Total	914	166	297

1	0	0	0	0	0	0	0	0	0	0	0				
1												0			
1	0	0	0	0	0	0	0	0	0	0	0	0			
1												0			
823	0	1	3	4	12	3.5	2.5	0	0	0	0	26			

Region 5	Series	Div/Off
CARTERVILLE, ILLINOIS		
	1301-General Physical Science	Total
CHICAGO HTS, ILLINOIS		
	0401-General Natural Resources Mana	Total
	1035-Public Affairs	Total
		SFD
	1060-Photography	Total
	1082-Writing and Editing	Total
		ORA
	1084-Visual Information	Total
	1101-General Business Industry	Total
	1102-Contracting	Total
		RMD
	1106-Procurement Clerical and Techni	Total
	1109-Grants Management	Total
	1160-Financial Analysis	Total
		LCD
		WD
	1301-General Physical Science	Total
		ARD
		GLNPO
	1306-Health Physics	Total
	1315-Hydrology	Total
	1320-Chemistry	Total
		ORA
	1340-Meteorology	Total
	1350-Geology	Total
		LCD
		SFD
	1399-Physical Science Student Trainee	Total
	1530-Statistics	Total
		LCD

					# of Targets				
					by G				
Branch/Section	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13
	1		1	1	0	0	0	0	0
	1		1	1	0	0	0	0	0
	1				0	0	0	0	0
	1				0	0	0	0	0
	1036	255	296	939	0	8	3	54	55
	18	5	5	18	0	0	0	0	1
Community Involvement									1
	1			1	0	0	0	0	0
	2	1		2	0	0	0	2	0
Multimedia Communications Section								2	
	2		1	2	0	0	0	0	0
	2	1		2	0	0	0	0	0
	20	2	6	18	0	0	0	0	1
Acquisition & Assistance Branch									1
	1		1	1	0	0	0	0	0
	12	1	3	12	0	0	0	0	0
	5	2		5	0	0	0	1	2
RCRA Compliance Section 2								1	
STP									2
	201	43	50	180	0	0	0	0	0
APB									
IO									
	2	1	1	2	0	0	0	0	0
	3			1	0	0	0	0	0
	25	8	1	22	0	0	0	0	0
Planning & Quality Assurance Group									
	1		1	1	0	0	0	0	0
	11	5	2	9	0	0	0	2	3
Corrective Action 1								2	
All									3
	3				0	0	0	0	0
	1	1		1	0	0	0	0	1
All									1

ed Positions									
Grade									
				Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments	
14	15	SES	Other						
0	0	0	0	0	0	0	0		
0	0	0	0	0	0	0	0		
0	0	0	0	0	0	0	0		
0	0	0	0	0	0	0	0		
52	8	0	0	181	78	70	8		
0	0	0	0	1	1	1	0		
				1	1	1		Would offer the "Lead" position.	
0	0	0	0	0	0	0	0		
0	0	0	0	2	1	0	1		
				2	1		1	Could restructure to one position.	
0	0	0	0	0	0	0	0		
0	0	0	0	0	0	0	0		
0	0	0	0	1	1	1	0		
								Focus on core contract operations. Offer to 1102s that are procurement analysts, then reshape workforce to have more contract specialists	
0	0	0	0	0	0	0	0		
0	0	0	0	0	0	0	0		
0	0	0	0	3	2	2	0		
				1	1	1		Would restructure to GS-1301/819 position	
				2	1	1		Would restructure the position to a lower grade.	
2	1	0	0	3	2	2	0		
2				2	1	1		Would restructure to a lower grade.	
	1			1	1	1		Would restructure to a lower grade.	
0	0	0	0	0	0	0	0		
0	0	0	0	0	0	0	0		
1	0	0	0	1	1	1	0		
1				1	1	1		Would restructure to a lower graded position	
0	0	0	0	0	0	0	0		
0	0	0	0	5	2	2	0		
				2	1	1		Would restructure to GS-1301/819 position	
				3	1	1		Would restructure to GS-1301/819 position	
0	0	0	0	0	0	0	0		
0	0	0	0	1	1	1	0		
				1	1	1		Would restructure to GS-1301/819 position.	

	1702-Education and Training Technicians	Total
		RMD
	1750-Instructional Systems	Total
	1810-General Investigation	Total
		SFD
	0018-Safety and Occupational Health	Total
	2001-General Supply	Total
	0201-Human Resources Management	Total
	0020-Community Planning	Total
	2210-Information Technology Management	Total
		RMD
	0260-Equal Employment Opportunity	Total
		ORA
		RMD
	0028-Environmental Protection Specialists	Total
		ORA
		ARD
		GLNPO
		LCD
		LCD
		LCD
		LCD
		LCD
		LCD
		LCD
		WD
		WD
		WD
		WD
		WD

	2	1	1	2	0	0	1	0	0
HCB							1		
	1			1	0	0	0	0	0
	5	3	1	4	0	0	0	0	2
All									2
	3			2	0	0	0	0	0
	2			1	0	0	0	0	0
	10	3	2	8	0	0	0	0	0
	4			3	0	0	0	0	0
	31	6	5	30	0	0	0	0	3
Information Technology Section									3
	4	1	2	4	0	0	0	0	3
Office of Civil Rights									2
Employee Services Branch									1
	160	46	73	155	0	0	0	36	31
OECA								1	2
IVPS								2	
All									6
State and Tribal Services Section								6	
Internal Services Section								2	
All (non-tribal)									12
Pesticides & Toxics Compliance								1	
RCRA/TSCA Programs								2	
Underground Storage								3	
Materials Management Branch									
WWB only								1	
IT & Support Section								1	
Watersheds Section									2
GWDW Sections 1 & 2								5	
GWDW Sections 1 & 2									2

0	0	0	0	1	1	0	1	
				1	1		1	The duties will be assigned to remaining employees.
0	0	0	0	0	0	0	0	
0	0	0	0	2	1	1	0	
				2	1	1		Could be restructured to a lower grade.
0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	
0	0	0	0	3	1	1	0	
				3	1	1		Work would be restructured to focus on moving away from Lotus Notes System Administration (Lotus Notes experts) to new technology.
0	0	0	0	3	2	1	1	
				2	1	1		Would restructure from two to one position
				1	1		1	The duties will be assigned to remaining employees in the Office of Civil Rights.
0	1	0	0	68	30	29	1	
				3	1	1		Would like to restructure to combine duties.
				2	1	1		Would restructure to a GS-1301/819 positions.
				6	1	1		Would restructure to a technical series at a lower grade or in the same series to a lower grade.
				6	2	1	1	Would like to combine the existing duties of the six eligible down to five and offer two positions. Would create an opportunity for one displaced GS-0028-12 in another section to move into this position.
				2	1	1		Could restructure to GS-306 position.
				12	4	4		Would like to offer and restructure to GS-1301.
				1	1	1		Would restructure to GS-1301/819 position
				2	1	1		Would restructure to GS-1301/819 positions
				3	1	1		Would restructure to GS-1301/819 positions
	1			1	1	1		Would restructure the branch by moving the duties into other existing sections or changing it to a section.
				1	1	1		Would restructure to GS-1301/819/401 position
				1	1	1		Would restructure to GS-1301/819/401 position
				2	1	1		Would restructure to GS-1301/819/401 position
				5	4	4		Would restructure to GS-1301/819 positions
				2	1	1		Would restructure to GS-1301/819 positions

CHICAGO, ILLINOIS

	WD
	WD
	WD
	WD
	SFD
	SFD
	SFD
	SFD
0301-Miscellaneous Administration and	Total
	ARD
	SFD
	RMD
0303-Miscellaneous Clerk and Assistant	Total
	ARD
	GLNPO
	ORC
	RMD
0305-Mail and File	Total
0306-Government Information Specialist	Total
0308-Records Management	Total
0318-Secretary	Total
0326-Office Automation Clerical and A	Total
0335-Computer Clerk and Assistant	Total
	GLNPO
0340-Program Management	Total
0341-Administrative Officer	Total
0343-Management and Program Analysis	Total
	ARD
	WD
	WD
	SFD
	RMD
0344-Management and Program Clerical	Total
	WD
0399-Administration and Office Support	Total
0401-General Natural Resources Management	Total
	LCD
0403-Microbiology	Total
0408-Ecology	Total

UIC Sections 1 & 2								2	
NPDES Branch only									1
NPDES Section 2								1	
NPDES Section 2									2
Chemical Emergency Preparedness & Prevention									3
Enforcement Support								6	
Site Assessments and Grants Section									1
Site Assessments and Grants Section								3	
	24	5	13	24	0	0	0	1	0
IO									
All									
Lab QA Core								1	
	25	9	9	25	0	7	1	0	0
ALL						2			
All						1			
All						4			
Lab QA Core							1		
	1			1	0	0	0	0	0
	12	3	5	11	0	0	0	0	0
	9	1	4	9	0	0	0	0	0
	4		1	3	0	0	0	0	0
	1			1	0	0	0	0	0
	1	1		1	0	0	1	0	0
All							1		
	22	10	6	22	0	0	0	0	0
	5	1	3	5	0	0	0	0	0
	34	13	8	34	0	0	0	4	3
STPS									1
Groundwater and Drinking Water Br only									1
IT & Support Section								1	
Emergency Response Section 2									1
Employee Services Branch								3	
	3	1	1	3	0	1	0	0	0
WECA Section 2						1			
	11	1		2	0	0	0	0	0
	42	7	5	36	0	0	0	2	1
All								2	1
	1			1	0	0	0	0	0
	3	1		3	0	0	0	0	1

				2	1	1		Would restructure to GS-1301/819 positions
				1	1	1		Would restructure to GS-1301/819 positions
				1	1	1		Would restructure to GS-1301/819 positions
				2	1	1		Would restructure to GS-1301/819 positions
				3	1	1		Restructure to GS-1301/0819
				6	1	1		Restructure to GS-1301/0819
				1	1	1		Restructure to a GS-1301/0819
				3	1	1		Restructure to a GS-1301/0819
2	0	0	0	3	2	2	0	
1				1	1	1		Would restructure to a lower grade.
1				1	1	1		Would restructure to a lower grade.
				1				Included in GS-303-09 Lab offer.
0	0	0	0	8	6	6	0	
				2	2	2		Could combine duties or restructure to secretary series.
				1	1	1		Would restructure to a different series and grade.
				4	2	2		Could restructure to combine the duties of the two Branch APAs and restructure the Records Management Assistant to a legal tech position.
				1	1	1		Offer includes the GS-301-12 in Lab. Would eliminate the GS-09 position and restructure the GS-12 to one GS-11 position.
0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	
0	0	0	0	1	1	0	1	
				1	1		1	No longer need.
0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	
0	0	0	0	7	5	4	1	
				1	1	1		Would restructure to GS-1301 position.
				1	1	1		Would restructure to a lower grade.
				1	1	1		Would restructure to GS-306 position
				1	1	1		Restructure to a 1301 position
				3	1		1	Would eliminate one of the positions that focuses on SEEP management.
0	0	0	0	1	1	1	0	
				1	1	1		Would restructure to GS-306 position
0	0	0	0	0	0	0	0	
0	0	0	0	3	2	2	0	
				3	2	2		Would restructure to GS-1301/819 positions
0	0	0	0	0	0	0	0	
0	0	0	0	1	1	1	0	

	WD
0415-Toxicology	Total
0471-Agronomy	Total
0501-Financial Administration and Pro	Total
0505-Financial Management	Total
0510-Accounting	Total
	RMD
0560-Budget Analysis	Total
	RMD
0599-Financial Management Student T	Total
0601-General Health Science	Total
	LCD
0080-Security Administration	Total
0819-Environmental Engineering	Total
	LCD
	WD
0890-Agricultural Engineering	Total
0893-Chemical Engineering	Total
0899-Engineering and Architecture Stu	Total
0905-General Attorney	Total
	ORC
	ORC
	ORC
0950-Paralegal Specialist	Total
	ORC
0986-Legal Assistance	Total
0999-Legal Occupations Studetn Train	Total

IT & Support Section									1
	3	2		3	0	0	0	0	0
	1			1	0	0	0	0	0
	4	3	1	4	0	0	0	0	0
	1		1	1	0	0	0	0	0
	15	5	5	15	0	0	0	0	2
CB (Lead Accountants + Cost Recovery non-lead)									2
	7	1	1	7	0	0	0	3	0
CB								3	
	2			2	0	0	0	0	0
	4	2	1	4	0	0	0	0	0
All									
	2		2	2	0	0	0	0	0
	159	23	43	134	0	0	0	0	1
All									
IT & Support Section									1
	1			1	0	0	0	0	0
	1		1	1	0	0	0	0	0
	3				0	0	0	0	0
	94	32	29	89	0	0	0	0	0
IO									
All									
Multimedia Branch I & II (supervisory)									
	3	3		3	0	0	0	3	0
All								3	
	1		1	1	0	0	0	0	0
	3			1	0	0	0	0	0

				1	1	1		Would restructure to GS-1301/0401 position.
0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	
0	0	0	0	3	1	1	0	
								The one offer will go to Team Lead Accountant GS-0510-13 positions and the one (1) non-Team Lead Accountant GS-0510-13 position who is also eligible. If one of the two (2) Team Lead Accountants accepts the offer, the two Teams in the Section will be restructured under the remaining Team Lead Accountant with some employees reporting directly to the Section Chief. If the position accepting the VERA/VSIP is a non-Team Lead GS-13 Accountant, then in the future, reconciliation work would be performed by a GS-12 Accountant within the Team with the affidavit and testimony functions performed by the Team Leader.
				3	1	1		
0	0	0	0	3	1	1	0	
				3	1	1		Restructure within the series.
0	0	0	0	0	0	0	0	
1	0	0	0	1	1	1	0	
1				1	1	1		Would restructure to a lower grade.
0	0	0	0	0	0	0	0	
1	0	0	0	2	2	2	0	
1				1	1	1		Would restructure to a lower grade position.
				1	1	1		Would restructure to GS-2210 position.
0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	
45	6	0	0	51	7	5	2	
	2			2	1			Could eliminate one Regional Counsel Deputy position, to be in line with the other 1 Offices/Divisions in the Region.
45				45	5	5		Would restructure to include more IT skills and modern electronic management.
	4			4	1			Could eliminate Deputy Branch Chief position by eliminating redundancies and reducing fewer direct reports by realigning the Labor Relations 1 Attorneys into an existing section.
0	0	0	0	3	2	2	0	
				3	2	2		Would restructure to legal tech positions or GS-306 positions.
0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	

	#N/A	Total
CINCINNATI, OHIO		
	1301-General Physical Science	Total
CLEVELAND, OHIO		
	0028-Environmental Protection Special	Total
DETROIT, MICHIGAN		
	1301-General Physical Science	Total
	0415-Toxicology	Total
ELMHURST, ILLINOIS		
	1301-General Physical Science	Total
FLINT, MICHIGAN		
	1035-Public Affairs	Total
GREEN BAY, WISCONSIN		
	1301-General Physical Science	Total
GROSSE ISLE, MICHIGAN		
	1301-General Physical Science	Total
	1670-Equipment Services	Total
	0303-Miscellaneous Clerk and Assistant	Total
	0401-General Natural Resources Management	Total
INDIANAPOLIS, INDIANA		
	1301-General Physical Science	Total
	0401-General Natural Resources Management	Total
MADISON, WISCONSIN		
	0401-General Natural Resources Management	Total
		WD
MINNEAPOLIS, MINNESOTA		
	1301-General Physical Science	Total
ST PAUL, MINNESOTA		
	1301-General Physical Science	Total
TRAVERSE CITY, MICHIGAN		
	0028-Environmental Protection Special	Total
	0819-Environmental Engineering	Total
WESTLAKE, OHIO		
	1301-General Physical Science	Total
	1350-Geology	Total
	0301-Miscellaneous Administration and	Total
	0401-General Natural Resources Management	Total
	0819-Environmental Engineering	Total
	Grand Total	

	2	1	1	2	0	0	0	0	0
	1		1	1	0	0	0	0	0
	1		1	1	0	0	0	0	0
	1			1	0	0	0	0	0
	1			1	0	0	0	0	0
	2		1	2	0	0	0	0	0
	1		1	1	0	0	0	0	0
	1			1	0	0	0	0	0
	1			1	0	0	0	0	0
	1			1	0	0	0	0	0
	1			1	0	0	0	0	0
	1			1	0	0	0	0	0
	1			1	0	0	0	0	0
	1			1	0	0	0	0	0
	1			1	0	0	0	0	0
	1			1	0	0	0	0	0
	1			1	0	0	0	0	0
	1			1	0	0	0	0	0
	13		3	11	0	0	0	0	0
	9		1	7	0	0	0	0	0
	1			1	0	0	0	0	0
	1		1	1	0	0	0	0	0
	2		1	2	0	0	0	0	0
	2			2	0	0	0	0	0
	1			1	0	0	0	0	0
	1			1	0	0	0	0	0
	1		1	1	0	0	0	1	0
	1		1	1	0	0	0	1	0
Groundwater and Drinking Water Br								1	
	1	1		1	0	0	0	0	0
	1	1		1	0	0	0	0	0
	1				0	0	0	0	0
	1				0	0	0	0	0
	2	1	1	2	0	0	0	0	0
	1		1	1	0	0	0	0	0
	1	1		1	0	0	0	0	0
	17	1	5	14	0	0	0	0	0
	6	1	2	4	0	0	0	0	0
	2		1	2	0	0	0	0	0
	1		1	1	0	0	0	0	0
	2			2	0	0	0	0	0
	6		1	5	0	0	0	0	0
	1082	258	309	978					

0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	1	1	1	0
0	0	0	0	1	1	1	0
				1	1	1	Would restructure to 1301/0819 position in Chicago instead of Madison, WI.
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
				182	79	71	8

F

Region 6	Total Non-Term Employees	Regular Retiremen t Eligible	VERA Eligible (does not include RE)	VSIP	1-4
ADA,OKLAHOMA	1			1	
0028-Environmental Protection Specialist	1			1	
DALLAS,TEXAS	687	204	158	619	0
0018-Safety and Occupational Health Managemen	1	1		1	
0028-Environmental Protection Specialist	139	49	40	134	
0029-Environmental Protection Assistant	1	1		1	
0080-Security Administration	1				
0201-Human Resources Management	6		1	6	
0260-Equal Employment Opportunity	2	1		2	
0301-Miscellaneous Administration and Program	19	7	3	18	
0306-Government Information Specialist	3	1	2	3	
0308-Records Management	1	1		1	
0318-Secretary	14	6	5	13	
0326-Office Automation Clerical and Assistance	1			1	
0340-Program Management	8	6	1	8	
0341-Administrative Officer	3	2	2	3	
0342-Support Services Administration	7	1	3	6	
0343-Management and Program Analysis	21	7	3	20	
0344-Management and Program Clerical and Ass	1	1		1	
0391-Telecommunications	2		1	2	
0401-General Natural Resources Management an	49	4	4	23	
0415-Toxicology	3	1	1	3	
0501-Financial Administration and Program	8	3	1	8	
0505-Financial Management	1				
0510-Accounting	3	1	1	3	
0560-Budget Analysis	1		1	1	
0819-Environmental Engineering	132	43	39	127	
0905- Nonsupervisory General Attorney	63	13	10	55	
0950-Paralegal Specialist	5	2	3	5	
0986-Legal Assistance	1		1	1	
1001-General Arts and Information	1	1		1	
1035-Public Affairs	11	3	4	9	
1102-Contracting	7	1	2	5	
1109-Grants Management	10		5	9	
1160-Financial Analysis	1			1	

# of Targeted Positions by Grade													
5-8	9-11	12	13	14	15	SE S	Other	Total # of Targeted	Max # of Offers	# to Restructur e	# to Eliminate	Comments	
6	4	26	70	60	30			196	132	132	0		
	2	8	25	11	3			49	45	45			
1								1	1	1			
			1					1	1	1			
			4	1	1			6	5	5			
	1							1	1	1			
4								4	4	4			
		1						1	1	1			
		1						1	1	1			
		2	2	1				5	5	5			
		1	3					4	4	4			
				1				1	1	1			
		4						4	2	2			
		1	19	8	6			34	29	29			
				30	17			47	4	4			
		5						5	2	2			
1								1	1	1			
			1					1	1	1			
		1	1					2	1	1			

1301-General Physical Science	148	44	22	136	
1306-Health Physics	1	1		1	
1350-Geology	3	1	1	3	
2210-Information Technology Management	9	2	2	8	
EL PASO, TEXAS	6	2	2	6	
1301-General Physical Science	1			1	
0028-Environmental Protection Specialist	1	1		1	
0318-Secretary	1	1		1	
0819-Environmental Engineering	3		2	3	
HOUSTON, TEXAS	41	19	6	40	
0028-Environmental Protection Specialist	1			1	
0343-Management and Program Analysis	1	1		1	
0344-Management and Program Clerical and Ass	1	1		1	
0401-General Natural Resources Management a	3	1	1	3	
0819-Environmental Engineering	4	1		4	
0905- Nonsupervisory General Attorney	1	1		1	
1035-Public Affairs	1	1		1	
1301-General Physical Science	8	3	4	8	
1320-Chemistry	19	10	1	19	
1399-Physical Science Student Trainee	2			1	
NEW ORLEANS, LOUISIANA	1			1	
1301-General Physical Science	1			1	
PAWHUSKA, OKLAHOMA	2	2		2	
0819-Environmental Engineering	2	2		2	
Grand Total	738	227	166	669	

	1	2	14	5	3			25	21	21		
				3				3	2	2		
			1	2				3	3	3		
				1				1	1	1		
			1	1				2	2	2		
1		2	11	4				18	12	12	0	
		1						1	1	1		
1								1	1	1		
		1						1	1	1		
			1					1	1	1		
				1				1	1	1		
			2					2	2	2		
			8	3				11	5	5		
7	4	28	82	66	30			217	147	147	0	

Cell: D8

Comment: Tony:

Our report shows 1 less in this category.

Cell: D19

Comment: Tony:

Our report shows 1 more in this category.

Cell: D26

Comment: Tony:

Our report shows 1 less in this category.

Cell: D36

Comment: Tony:

Our report shows 1 more in this category.

Region 7

COLUMBUS, KANSAS

401-General Natural Resources Management and Biological Sciences

DES MOINES, IOWA

819-Environmental Engineering

FENTON, MISSOURI

1301-General Physical Science

28-Environmental Protection Specialist

KANSAS CITY, KANSAS

1301-General Physical Science

1320-Chemistry

2210-Information Technology Management

28-Environmental Protection Specialist

318-Secretary

343-Management and Program Analysis

401-General Natural Resources Management and Biological Sciences

690-Industrial Hygiene

819-Environmental Engineering

KANSAS CITY, MISSOURI

1301-General Physical Science

343-Management and Program Analysis

819-Environmental Engineering

LENEXA, KANSAS

1035-Public Affairs

1084-Visual Information

1101-General Business and Industry

1102-Contracting

1109-Grants Management

1160-Financial Analysis

1301-General Physical Science

1340-Meteorology

1350-Geology

1410-Librarian

2001-General Supply

2005-Supply Clerical and Technician

201-Human Resources Management

20-Community Planning

				# of Targeted Positions											
				by Grade											
Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions		
1	0	0	1										0		
1			1					0					0		
1	1	0	1										0		
1	1		1					1					1		
3	0	0	3										0		
2			2					0					0		
1			1			0							0		
52	12	9	46										0		
14	3	3	12					5		1			6		
17	4	2	16				1	2	1	2			6		
1		1	1										0		
4	1	1	4				2						2		
1													0		
1	1		1					1					1		
7	1		6					1					1		
1	1		1					1					1		
6	1	2	5					3					3		
6	1	0	6										0		
4			4										0		
1	1		1					1					1		
1			1										0		
435	61	101	383										0		
11	2	2	10					2		1			3		
2		1	2				1						1		
2	1		2					1					1		
10	1	1	10										0		
6	3		6										0		
1		1	1					1					1		
102	10	21	89					21	4	6			31		
1													0		
3			2										0		
1	1		1			1							1		
1			1										0		
1	1		1		1								1		
4		3	4					2		1			3		
2			1										0		

2210-Information Technology Management
260-Equal Employment Opportunity
28-Environmental Protection Specialist
301-Miscellaneous Administration and Program
306-Government Information Specialist
308-Records Management
318-Secretary
326-Office Automation Clerical and Assistance
340-Program Management
340-Program Management
342-Support Services Administration
343-Management and Program Analysis
401-General Natural Resources Management and Biological Sciences
408-Ecology
415-Toxicology
501-Financial Administration and Program
503-Financial Clerical and Assistance
505-Financial Management
510-Accounting
511-Auditing
560-Budget Analysis
690-Industrial Hygiene
801-General Engineering
808-Architecture
80-Security Administration
819-Environmental Engineering
840-Nuclear Engineering
905-General Attorney
905-General Attorney
950-Paralegal Specialist
NORWOOD, OHIO
560-Budget Analysis
SHALIMAR, FLORIDA
510-Accounting
WEBB CITY, MISSOURI
1301-General Physical Science
Grand Total

* 45 is the maximum amount of offers throughout Region 7

** All positions would be a part of restructuring/reorganizing based on the Division/Occupational Series where the offers
SAFE POSITIONS -- Six positions are identified as safe positions. See comments in occupational series 1301 and 819 above

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[illegible]

Region 8	Total Non-Term Employees	Retirement Eligible
BUTTE, MONTANA	1	1
1301-General Physical Science	1	1
DENVER, COLORADO	486	92
1035-Public Affairs	11	1
1101-General Business and Industry	1	
1102-Contracting	6	
1109-Grants Management	7	1
1160-Financial Analysis	2	
1301-General Physical Science	102	21
1320-Chemistry	2	1
1350-Geology	1	
1530-Statistics	1	
1640-Facility Operations Services	1	
2005-Supply Clerical and Technician	1	
201-Human Resources Management	3	
2210-Information Technology Management	11	2
260-Equal Employment Opportunity	1	
28-Environmental Protection Specialist	117	20
29-Environmental Protection Assistant	1	1
301-Miscellaneous Administration and Program	16	3
306-Government Information Specialist	3	1
308-Records Management	1	
318-Secretary	2	
326-Office Automation Clerical and Assistance	1	1
340-Program Management	4	
343-Management and Program Analysis	19	3
401-General Natural Resources Management and Biological Sciences	9	
403-Microbiology	1	
415-Toxicology	9	3
501-Financial Administration and Program	7	2
503-Financial Clerical and Assistance	2	
510-Accounting	6	1
601-General Health Science	1	
690-Industrial Hygiene	1	
80-Security Administration	2	
819-Environmental Engineering	86	17

		# of Targeted Positions										Max # of Offers* See Below	# to Restructur e	# to Eliminate
		by Grade												
VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions			
	1													
	1													
110	451													
1	11													
	1													
3	5													
1	7													
1	2													
19	94						3				3			
	2													
	1													
1	1													
	1													
	1													
1	3													
3	11													
	1													
32	115						14	17			31	4	4	
	1		1								1	1	1	
4	14						2	1			3	1		
1	3													
	1													
	1													
	1													
3	4													
8	19													
1	6													
	1													
	8													
3	7													
1	2													
1	5													
	1													
	1													
1	2													
21	79						5				5	1	1	

905-General Attorney	43	12
950-Paralegal Specialist	2	1
986-Legal Assistance	1	
#N/A	2	1
GOLDEN,COLORADO	14	3
1301-General Physical Science	2	1
1320-Chemistry	7	2
2210-Information Technology Management	1	
301-Miscellaneous Administration and Program	1	
401-General Natural Resources Management and Biological Sciences	3	
HELENA,MONTANA	25	2
1035-Public Affairs	1	
1301-General Physical Science	7	
1315-Hydrology	1	
2210-Information Technology Management	1	
28-Environmental Protection Specialist	5	
301-Miscellaneous Administration and Program	1	
341-Administrative Officer	2	1
401-General Natural Resources Management and Biological Sciences	1	
501-Financial Administration and Program	1	
819-Environmental Engineering	4	
905-General Attorney	1	1
LIBBY,MONTANA	1	
819-Environmental Engineering	1	
PIERRE,SOUTH DAKOTA	1	
819-Environmental Engineering	1	
Grand Total	528	98

*Max Number of Offers - Notes:

GS-14 and 15 non-supervisory, series 0028, 0819, 0301, and 1301, total accepted offers: 2

GS-15 non-supervisory attorneys, series 0905, total accepted offers: 2

Supervisory EPS series 0028, total accepted offers: 4

Administrative Officer, series 0341, total accepted offers: 1

EPA, series 0029, total accepted offers: 1

Grand total, max accepted offers: 8

3	35																		
	2																		
1	2																		
4	13																		
1	2						1					1							
1	6																		
	1																		
	1																		
2	3																		
12	24																		
	1																		
4	7																		
	1																		
1	1																		
4	5						1					1							
1	1						1					1				1			
	2				2							2		1				1	
	1																		
1	1																		
1	3																		
	1																		
1	1																		
1	1																		
	1																		
	1																		
127	491											48		8		7		1	

Region 9	Total Non-Term Employees	Retire Eligible	VERA Eligible (Excludes RE)	VSIP
CARSON CITY, NEVADA	3	1	2	3
1301-General Physical Science	2	1	1	2
819-Environmental Engineering	1		1	1
HONOLULU, HAWAII	7	1	3	7
1035-Public Affairs	1		1	1
1301-General Physical Science	3	1	1	3
28-Environmental Protection Specialist	2		1	2
401-General Natural Resources Management and Biological Sciences	1			1
LONG BEACH, CALIFORNIA	2			2
1301-General Physical Science	1			1
819-Environmental Engineering	1			1
LOS ANGELES, CALIFORNIA	19	2	3	19
1035-Public Affairs	1			1
1301-General Physical Science	1			1
1810-General Investigating	1			1
2210-Information Technology Management	1		1	1
28-Environmental Protection Specialist	8	1	1	8
318-Secretary	1			1
343-Management and Program Analysis	1		1	1
401-General Natural Resources Management and Biological Sciences	2			2
819-Environmental Engineering	3	1		3
PACIFICA, CALIFORNIA	1			1
343-Management and Program Analysis	1			1
RICHMOND, CALIFORNIA	11	5	2	11
1301-General Physical Science	3	1	1	3
1320-Chemistry	4	2		4
2210-Information Technology Management	1	1		1
401-General Natural Resources Management and Biological Sciences	3	1	1	3
SACRAMENTO, CALIFORNIA	3		1	3
1301-General Physical Science	2		1	2
401-General Natural Resources Management and Biological Sciences	1			1
SAN DIEGO, CALIFORNIA	8		4	7
28-Environmental Protection Specialist	6		2	5
819-Environmental Engineering	2		2	2
SAN FRANCISCO, CALIFORNIA	677	134	193	619
1035-Public Affairs	3			3
1035-Supervisory Public Affairs Specialist	2		1	2
1071-Audiovisual Production	1			1
1082-Writing and Editing	2	1	1	2
1101-General Business and Industry	7	1	5	7
1102-Contracting	12	3	1	12

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[illegible]

1109-Grants Management	13	1	8	12
1301-General Physical Science	70	11	12	55
1301-Environmental Scientist (ENF)	9	2	4	9
1301-Environmental Scientist (EMD)	1		1	1
1320-Chemistry	1		1	1
1370-Cartography	2		1	2
1410-Librarian	1	1		1
150-Geography	1		1	1
1810-General Investigating	1		1	1
18-Safety and Occupational Health Management	1		1	1
201-Human Resources Management	4	3	1	4
2210-Information Technology Management	19	5	11	18
2210-Supv Information Technology Specialist	2	2		2
260-Equal Employment Opportunity	1		1	1
28-Environmental Protection Specialist	170	33	55	161
28-Environmental Protection Specialist (ENF)	31	4	4	31
29-Environmental Protection Assistant (WTR)	3	1	2	3
301-Miscellaneous Administration and Program	5	1	3	5
301-Administrative Specialist (ORA)	1			1
303-Miscellaneous Clerk and Assistant	8	3	2	8
306-Government Information Specialist	1			1
308-Records Management	1		1	1
318-Secretary	6	3	1	6
340-Program Management	7	4	2	7
341-Administrative Officer	6	3	2	6
342-Support Services Administration	1		1	1
343-Management and Program Analysis	11	3	3	11
391-Telecommunications	3	1	1	3
401-General Natural Resources Management and Biological Sciences	33	3	3	24
415-Toxicology	3	1	2	3
501-Financial Administration and Program	2	1	1	2
505-Financial Management	1		1	1
510-Accounting	3	1	1	3
560-Budget Analysis	14	4	2	14
561-Budget Clerical and Assistance	1			1
690-Industrial Hygiene	1	1		1
80-Security Administration	2		1	2
819-Environmental Engineering	76	9	16	63
819-Environmental Engineering (ENF)	10	3	2	10
893-Chemical Engineering	1			
905-General Attorney	16	2	3	9
905-Attorney-Adviser (Excludes Supv Attorney)	52	13	12	52
401-819-1301 On-Scene Coordinator	8	4	4	8
401-819-1301 Remedial Project Manager	48	6	15	48
#N/A	1			
SHIPROCK, NEW MEXICO	1			1

Adjusted Count for SFD OSC 14, OSC 13 & RPM; ENF & EMD
Enforcement Division
EMD, Infrastructure Branch
Adjusted count to remove EMD position
EMD, Infrastructure Services Branch
Adjusted to remove Enforcement Division (ENF) positions
ENF Division. One GS-12 and four GS-13. One non-supervisory GS-14 and one non-supervisory GS-15.
Water Division. One GS-7 and two GS-8 positions.
Adjusted count to remove ORA position
Office of the Regional Administrator, Immediate Office
Adjusted count to remove Air position
Adjusted count for SFD RPM & OSC positions
Adjusted for ENF & SFD RPM & OSC
Enforcement Division
Adjusted to remove non-supervisory Attorney positions
Ofc of Regional Counsel (Excludes Supervisors)
Superfund Division, Emergency Response Section
Superfund Division

401-General Natural Resources Management and Biological Sciences	1			1
STATELINE,NEVADA	1	1		1
819-Environmental Engineering	1	1		1
TUCSON,ARIZONA	2	1		2
28-Environmental Protection Specialist	2	1		2
YREKA,CALIFORNIA	1			1
28-Environmental Protection Specialist	1			1
Grand Total	736	145	208	677

45

	3	1	1	11	5	2				167	23	23		

									# of			
									1-4	5-8	9-11	12
Region 10	Series	Div/Off	Branch/ Section	Unit	Total Non- Term Employees	Retire Eligible	VERA Eligible (does not include RE)	VSIP				
ANCHORAGE, ALASKA					27	3	3	27				
	1301-General Physical Science	Subtotal			5			5	0	0	0	0
	28- Environmental	Subtotal			14	2	1	14				
	340-Program Management	Subtotal			1		1	1				
	343- Management	Subtotal			1	1		1				
	401-General Natural	Subtotal			4		1	4				
	819- Environmental	Subtotal			1			1				
	89-Emergency Management	Subtotal			1			1				
BOISE, IDAHO					20	6	3	19				
	1301-General Physical Science	Subtotal			10	4	1	10				
	28- Environmental	Subtotal			6	1	1	6				
	340-Program Management	Subtotal			1	1		1				
	343- Management	Subtotal			1			1				
	401-General Natural	Subtotal			1							
	819- Environmental	Subtotal			1		1	1				
POEUR D ALENE, IDAHO					1		1	1				
	28- Environmental	Subtotal			1		1	1				
EUGENE, OREGON					1	1		1				
	28- Environmental	Subtotal			1	1		1				
JUNEAU, ALASKA					2		1	2				
	1301-General Physical Science	Subtotal			1		1	1				
	28- Environmental	Subtotal			1			1				
					1			1				

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KING, WASHINGTON	306-Government Information Specialist	Subtotal			1			1				
LAKECEY, WASHINGTON					9	1	4	7				
	1035-Public Affairs	Subtotal			1			1				
	28-Environmental Protection Specialist	Subtotal			6	1	2	4				
	343-Management and Program Analysis	Subtotal			1		1	1				
CHESTER, WASHINGTON												
	401-General Natural Resources Management and	Subtotal			1			1				
ORCHARD, WASHINGTON					19	1	3	18				
	1301-General Physical Science	Subtotal			1			1				
	1311-Physical Science Technician	Subtotal			1			1				
	1320-Chemistry	Subtotal			10	1	1	10				
	1640-Facility Operations Services	Subtotal			1							
	28-Environmental Protection Specialist	Subtotal			3		2	3				
	318-Secretary	Subtotal			1			1				
PORTLAND, OR	343-Management and Program Analysis	Subtotal			1			1				
	401-General Natural Resources Management and	Subtotal			1			1				
					22	6	4	22				
	1035-Public Affairs	Subtotal			1	1		1				
	1301-General Physical Science	Subtotal			4	1		4				
	201-Human Resources Management	Subtotal			1			1				
PORTLAND, OR	28-Environmental Protection Specialist	Subtotal			6	3	1	6				
		OWW										
	318-Secretary	Subtotal			1			1				
	340-Program Management	Subtotal			2		2	2				
PORTLAND, OR	343-Management	Subtotal			1			1				

	and Program Analysis												
	401-General Natural Resources	Subtotal			2		1	2					
	408-Ecology	Subtotal			1			1					
	819-Environmental Engineering	Subtotal			2	1		2					
	905-General Attorney	Subtotal			1			1					
RICHLAND,WA					7		3	7					
	1301-General Physical Science	Subtotal			4		2	4					
		ECL		HPO									
	819-Environmental Engineering	Subtotal			3		1	3					
LE HEIGHTS,WASHIN					1			1					
	819-Environmental Engineering	Subtotal			1			1					
					435	90	102	394					
	1035-Public Affairs	Subtotal			8	2	1	8					
	1109-Grants Management	Subtotal			20	5	5	13					
	1301-General Physical Science	Subtotal			67	12	13	58					
	1306-Health Physics	Subtotal			1			1					
	1315-Hydrology	Subtotal			1	1		1					
	1320-Chemistry	Subtotal			4		1	3					
	1340-Meteorology	Subtotal			1			1					
	201-Human Resources Management	Subtotal			2		1	2					
	2210-Information Technology	Subtotal			9	2	2	9					
	260-Equal Employment Opportunity	Subtotal			1	1		1					
	28-Environmental Protection Specialist	Subtotal			146	27	38	134					
		ECL		ABU									
		ECL	EMP	SPAR									
		OCE											

SEATTLE, WA		OCE										7
		OERA									1	
		OWW										
		OWW										
		OWW										3
		RAD		PACE								3
	29-Environmental Protection Assistant	Subtotal			1	1		1				
		ECL								1		
	301-Miscellaneous Administration and	Subtotal			19	5		1	18			
	303-Miscellaneous Clerk and	Subtotal			2	1			2			
	306-Government Information Specialist	Subtotal			4			2	4			
	308-Records Management	Subtotal			2			2	2			
	318-Secretary	Subtotal			7	4		1	7			
	340-Program Management	Subtotal			6	2		3	6			
	342-Support Services	Subtotal			1							
	343-Management and Program Analysis	Subtotal			11	3		2	11			
	401-General Natural Resources Management and	Subtotal			17	4		3	16			
	408-Ecology	Subtotal			5	1		4	5			
		OERA										
	415-Toxicology	Subtotal			6	2			6			
		OERA										
	482-Fish Biology	Subtotal			1				1			
	501-Financial Administration and Program	Subtotal			2	1			2			
	503-Financial Clerical and Assistance	Subtotal			1	1			1			
		OMP									1	
	510-Accounting	Subtotal			3				3			
	560-Budget Analysis	Subtotal			7	3			6			
	690-Industrial Hygiene	Subtotal			1				1			

	80-Security Administration	Subtotal			2			2				
	819-Environmental Engineering	Subtotal			38	6	14	35				
	89-Emergency Management Specialist	Subtotal			2			2				
	905-General Attorney	Subtotal			35	6	8	30				
	950-Paralegal Specialist	Subtotal			1			1				
	#N/A	Subtotal			1		1	1				
	Grand Total				546	108	124	501	0	1	2	13

24	3	1	0	0	44	19	17	2		

MEMORANDUM

SUBJECT: Update on Voluntary Separation Incentive Payment (VSIP) and Voluntary Early Retirement Authority (VERA) Opportunities

FROM: Mike Flynn
Acting Deputy Administrator

TO: All EPA Employees

On June 1, 2017, I announced that the agency had begun a workforce reshaping effort in which headquarters and regional offices were reviewing their current organizations and analyzing where they can achieve efficiencies. On June 16, 2017, the agency submitted its request to the Office of Personnel Management and the Office of Management and Budget to use VERA (also known as early-out) and VSIP (also known as buy-out) where it makes sense and where it is aligned with these efficiencies.

The agency-wide business case reflects multiple factors including increasing ~~supervisor to the~~ staff to supervisor ratio; consolidating support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; focusing on core business functions, programmatic and STEM priorities, and consolidating and streamlining programs and functions.

~~The selection criteria was determined by _____. The criteria is as follows: If the number of applications received exceeds the total number of VSIPs the agency can offer, approvals will be based first on the service computation date used to calculate an employee's leave, then on the entry on duty date for the EPA years of service. If these dates are the same for two EPA eligible employees, then the offer will be granted to the employee who submitted his or her application first.~~

We expect to hear from OPM and OMB on our request by late June. In the interim, agency management will share with their employees information on the grades, occupational series, and geographic locations designated for VERA and VSIP within their organization. We expect a limited number of employees will be offered VERA/VSIP, and those who accept a VERA/VSIP offer must leave the agency by ~~early September~~ late August 2017. The decision to take advantage of a VERA or VSIP is entirely voluntary.

Throughout this process, we have been working with our union partners. We will provide more details as they become available. Thank you again for your support as we work through this process.

OPM's Responses to EPA's Draft Targeted Positions – VSIP

The statute at 5 U.S.C 3522 requires the agency VSIP plan to identify the specific positions and functions to be eliminated or restructured. If the position is targeted to be restructured under the VSIP plan, please indicate how the position will be restructured, e.g., change in title, series, grade level, including FPL or newly required skills sets.

Please note, as discussed with the previously approved VERA/VSIP authorities in the past. VERA and VSIP are position-based authorities and neither is authorized for an agency to incentivize separations to create career ladders or otherwise enhance employee opportunities. Both authorities are to assist agencies in avoiding involuntary personnel actions when implementing restructuring or reshaping decisions. Positions targeted under the VSIP plan can either be 'eliminated' or 'restructured', not both.

Office of the Administrator (AO)

- Describe how the positions will be restructured under the VSIP plan.
- Indicate new FPL for positions targeted for restructure, with same title, series, but lower grades.
- Realign function; please describe how the position will be restructured under the plan.
- Detail staff rather than permanent staff. Not clear. Will the position be eliminated or restructured? 5 U.S.C. 3521 and part 576

Office of Air and Radiation (OAR)

- Please describe which position will be targeted for elimination or restructure under the VSIP plan.

Office of Administration and Resources Management (OARM)

- Please describe which position will be targeted to be eliminated or restructure under the plan.

Office of the Chief Financial Officer (OCFO)

- Please describe the positions to be eliminated or restructured under the VSIP plan.

Office of Chemical Safety and Pollution Prevention (OCSPP)

- Describe the specific positions to be eliminated or restructured under the plan. 5 U.S.C. 3522

Office of Enforcement and Compliance Assurance (OECA)

- Describe the specific positions to be eliminated or restructured under the plan. 5 U.S.C. 3522

Office of Environmental Information (OEI)

- Describe the specific positions to be eliminated or restructured under the plan 5 U.S.C. 3522

Page 2 – OPM’s Responses to EPA’s Draft Targeted Positions

Office of General Counsel (OGC)

-Describe the specific positions to be eliminated or restructured and how, under the VSIP plan.

Office of International and Tribal Affairs (OITA)

-Describe the specific positions to be restructured and how, under the VSIP plan. 5 U.S.C. 3522

Office of Land and Emergency Management (OLEM)

-Describe the specific positions targeted to be restructured and how. 5 U.S.C. 3522

Office of Research and Development (ORD)

-Describe the specific positions targeted to be eliminated or restructured and how. 5 U.S.C. 3522

Office of Water (OW)

-Describe how the targeted positions will be restructured.

Region 1

-Describe how the targeted positions will be restructured.

Region 2

-Only targeted positions that are restructured under the VSIP plan can be backfilled.

-Employees cannot be targeted under the VSIP plan, only positions that are surplus for reshaping.

-Describe how the targeted positions will be restructured.

-Positions targeted for recruitment purposes at lower grade levels with the same titles, series and FPL is not restructuring.

Region 3

-Describe how the targeted positions will be eliminated or restructured, and how. 5 U.S.C. 3522

Region 4

-Describe how the targeted positions will be eliminated or restructured, and how.

Region 5

-Identify the title, series, grade, including FPL for restructured positions

Region 6

-Describe how the targeted positions will be eliminated or restructured, and how. 5 U.S.C. 3522

Page 3 – OPM’s Responses to EPA’s Draft Targeted Positions

Region 7

-Identify the 45 surplus positions that will be targeted under the VSIP plan. Not clear!

Region 8

-Describe how the targeted positions will be restructured under the VSIP plan.

Region 9

-Describe how the targeted positions will be restructured under the VSIP plan.

Region 10

-Describe how the targeted positions will be restructured under the VSIP plan.

-For specific positions targeted for new skills sets, include examples of new skills sets for the restructured positions under the VSIP plan.

-Identify the title, series, grade, including FPL of the targeted positions to be restructured under the VSIP plan.

June 30, 2017

Region 6 VERA/VSIP Themes

Region 6 proposes a broad VERA/VSIP offering to over 200 of our current on-board employees in anticipation of a restructuring of organizational components, consolidation of functions, and layering of management to achieve both near-term workforce reductions and to establish a more efficient organization better aligned to accomplish the Agency's strategic direction. Region 6 identified 147 maximum offers that will be made under the VERA/VSIP program, and will extend those offers to employees in all job series and grades within targeted levels¹, consistent with our goal of fully utilizing the VERA/VSIP programs to reshape our organization. Region 6 is proposing the following actions to increase efficiency and effectiveness of Agency core environmental programs and Regional operations:

1. Delaying.

Region 6 has identified opportunities to organize our functions and organizations in order to eliminate supervisory positions and decrease supervisory layers. Organizational options to delay our organization will be identified at the completion of the VERA/VSIP program when a better understanding of vacated positions are known. Therefore, future organizational charts will not be submitted at this time.

Target:

- GS-0028-15 Supervisory Environmental Protection Specialist (Dallas, Texas) * 2 safe positions
- GS-0819-15 Supervisory Environmental Engineer (Dallas, Texas) * 2 safe positions
- GS-1301-15 Supervisory Environmental Scientist (Dallas, Texas) * 1 safe position
- GS-0028-14 Supervisory Environmental Protection Specialist (Dallas, Texas, El Paso, Texas)
- GS-0819-14 Supervisory Environmental Engineer (Dallas, Texas)
- GS-1301-14 Supervisory Environmental Scientist (Dallas, Texas)
- GS-1320-14 Supervisory Chemist (Houston, Texas)

2. Consolidate or reduce administrative functions.

As a result of Region 6's use of technology improvements, online collaborative tools and decreased dependence on paper, many traditional administrative and clerical functions are becoming obsolete. By offering VERA/VSIP program to all grades in the administrative and clerical series, these support functions can be more efficient through consolidation and savings can be focused on priority work.

Target:

- GS-0029-07 Environmental Protection Assistant (Dallas, Texas)
- GS-0344-08 Management Assistant (Houston, Texas)
- GS-0318-08 Secretary (Dallas, Texas)
- GS-0950-12 Paralegal Specialist (Dallas, Texas)
- GS-0343-12 Management Analyst (Dallas, Texas)
- GS-0343-13 Management & Program Analyst (Dallas, Texas)
- GS-0341-12 Administrative Officer (Dallas, Texas)

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

¹ Unless otherwise indicated, a targeted position includes Lead positions.

Targeted positions are intended to include all titles within that occupational series.

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the Region. Approximately 47% percent of the region's employees are GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work. Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

Target:

- GS-0028-14 Environmental Protection Specialist (Dallas, Texas)
- GS-0415-14 Toxicologist (Dallas, Texas)
- GS-0819-14 Environmental Engineer (Dallas, Texas and El Paso, Texas)
- GS-1301-14 Environmental Scientist (Dallas, Texas)
- GS-0905-15 Nonsupervisory General Attorney (Dallas, Texas) * 10 safe positions
- GS-1320-14 Supervisory Chemist (Houston, Texas)
- GS-2210-14 Information Technology Specialist (Dallas, Texas)
- GS-0301-15 Senior Advisor (Dallas, Texas)
- GS-0343-14 Management & Program Analyst (Dallas, Texas)

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to align our organization and workforce with priority work. These functions are filled by staff in a range of positions, series and grades. By offering the VERA/VSIP program broadly, Region 6 will be able to both direct employees toward new program requirements and invest savings to priority program areas.

Target:

- GS-0028-12 Environmental Protection Specialist (Dallas, Texas)
- GS-0028-13 Environmental Protection Specialist (Dallas, Texas)
- GS-0819-12 Environmental Engineer (Dallas, Texas)
- GS-0819-13 Environmental Engineer (Dallas, Texas and Houston, Texas)
- GS-0819-14 Environmental Engineer (Dallas, Texas)
- GS-0343-13 Program & Management Analyst (Dallas, Texas)
- GS-0341-12 Administrative Officer (Dallas, Texas)
- GS-0306-9-11 Government Information Specialist (Dallas, Texas)
- GS-0905-14 General Attorney (Dallas, Texas and Houston, Texas)
- GS-0986-5-8 Legal Assistant (Dallas, Texas)
- GS-1301-12 Environmental Scientist (Dallas, Texas)
- GS-1301-13 Environmental Scientist (Dallas, Texas and Houston, Texas)
- GS-0318-08 Secretary (OA) (Dallas, Texas)

5. Restructure to focus on STEM/programmatic priorities

Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to focus on core scientific requirements and programmatic priorities necessary to accomplish the Agency's mission. Region 6 intends to focus on STEM disciplines to better align our workforce with the Agency priorities related to essential technical work and invest savings in these areas.

Target:

- GS-0028-12 Environmental Protection Specialist (Dallas, Texas)
- GS-0028-13 Environmental Protection Specialist (Dallas, Texas)
- GS-0301-13 Small & Disadvantaged Business Coordinator (Dallas, Texas)
- GS-0301-13 Acquisition Analyst (Dallas, Texas)
- GS-0342-12 Support Services Specialist (Dallas, Texas)
- GS-0343-12 Management & Program Analyst (Houston, Texas)
- GS-0401-12 Life Scientist (Dallas, Texas)
- GS-0401-13 Life Scientist (Dallas, Texas)
- GS-0501-12 Financial Specialist (Dallas, Texas)
- GS-0819-13 Environmental Engineer (Dallas, Texas and El, Paso)
- GS-0819-14 Environmental Engineer (Dallas, Texas)
- GS-1301-12 Environmental Scientist (Dallas, Texas)
- GS-1301-13 Environmental Scientist (Dallas, Texas)
- GS-1320-13 Chemist (Houston, Texas)

6. Consolidate and streamline functions/activities/reduce number of programs

Region 6 has identified opportunities to utilize the VERA/VSIP program to generate savings through consolidation and streamlining our work. By offering the VERA/VSIP program, Region 6 will be able to realize gains in efficiencies, improve integration with state and tribal partners, and invest savings to priority program areas.

Target:

- GS-0028-09 Environmental Protection Specialist (Dallas, Texas)
- GS-0028-11 Environmental Protection Specialist (Dallas, Texas)
- GS-0028-12 Environmental Protection Specialist (Dallas, Texas)
- GS-0028-13 Environmental Protection Specialist (Dallas, Texas)
- GS-0201-13 Human Resources Specialist (Dallas, Texas)
- GS-0301-13 Community Relations Coordinator (Dallas, Texas)
- GS-0301-14 Special Projects Coordinator (Dallas, Texas)
- GS-0318-08 Secretary (OA) (Dallas, Texas)
- GS-0343-12 Management & Program Analyst (Dallas, Texas)
- GS-0343-13 Management & Program Analyst (Dallas, Texas)
- GS-0819-13 Environmental Engineer (Dallas, Texas)
- GS-0401-12 Biologist (Houston, Texas)
- GS-0401-13 Life Scientist (Dallas, Texas)
- GS-1001-13 Visual Arts Specialist (Dallas, Texas)
- GS-1035-12 Public Affairs Specialist (Dallas, Texas)
- GS-1035-13 Public Affairs Specialist (Dallas, Texas)
- GS-1301-09 Environmental Scientist (Dallas, Texas)
- GS-1301-13 Environmental Scientist (Dallas, Texas and Houston, Texas)

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step – this is a GS-13 step 10 for Region 6) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP (147) x \$25,000	\$3,675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	147x\$56.96x240 = \$2,009,549
Total Maximum Direct Costs	\$5,684,549

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$107,218,000	\$107,218,000
B. VERA/ VSIP Payout Cost	-0-	-0-
C. Leave Payout Cost	-0-	-0-
D. Post VERA/VSIP Annual Payroll Cost	\$85,832,271	\$85,832,271
E. Payroll for # New Hires (127 in FY 18 GS-9 step 1)	\$3,356,152	\$6,712,305
F. Payroll Savings for # VERA/VSIP Targeted Positions	\$18,029,577	\$14,673,424
G. Pre-VERA/VSIP Annual WCF Cost	\$4,157,417	\$4,157,417
H. Post VERA/VSIP Annual WCF Cost	\$3,328,190	\$3,328,190
I. WCF for # New Hires (127 in FY 18, GS-9 step 1)	\$716,407	\$716,407
J. WCF Savings for # VERA/VSIP Targeted Positions	\$112,820	\$112,820
Projected Savings with VERA/VSIP (F + J)	\$18,142,397	\$14,786,244

Table A:

Annual leave payout based on average GS 13 Step 10.

Table B:

- A. Payroll Ceiling is based on FY 17 on-board FTE of 737 on 31 Mar 2017. No price adjustments for COLAs are included.
- B. VERA/VSIP payout takes place in FY17 and does not impact FY18 or FY19.
- C. Lump Sum Leave payout takes place in FY17 and does not impact FY18 or FY19.
- D. Annual payroll of 590 remaining FTE after VERA/VSIP based on average annual labor cost. (\$145,479 x 590 = \$85,832,271).
- E. New hires of 127 FTE at GS 9 Step 1, start date April 2018.
- F. A-B-C-D-E = F.
- G. Average WCF Cost of \$5,641 per 737 FTE.
- H. Average WCF Cost of \$5,641 per 590 FTE.
- I. Average WCF Cost of \$5,641 per 127 FTE.
- J. G-H-I = J.

OLEM VERA/VSIP Budget Summary

Region or Program Office: **The Office of Land and Emergency Management (OLEM)**

Table A – Direct Costs for VERA/VSIP			
Total VSIP Amount	Max # of V/V Offers	Annual Leave Payout	Total
A	B	C	A x B
\$25,000	94		\$2,350,000
Hourly rate based on the average grade and step of the targeted pool			AxBxC
\$65.43	94	240	\$1,476,101
Total Maximum Direct Costs			\$3,826,101

Table B – Estimated Savings for FY 2018 through FY 2019			
	FY-17 OP Plan	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 82,364,000.00	\$63,776.00	\$62,725.00
B. VERA/ VSIP Payout Cost	\$ 2,350,000.00		
C. Leave Payout Cost	\$ 1,476,101.00		
D. Post VERA/VSIP Annual Payroll Cost	\$ 86,190,101.00		
***E. Payroll for # New Hires	\$ 5,167,368.00		
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 81,022,733.00		
**G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,458,000.00		
**H. Post VERA/VSIP Annual WCF Cost	\$ 2,800,000.00		
**I. WCF for # New Hires	\$ 658,000.00		
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ -		
Projected Savings with VERA/VSIP (F + J)	\$ 81,022,733.00		

Notes:

* Payroll saving calculations for direct costs and estimated savings are based on GS-13, Step 5 in Washington, D.C. annual salary as of January 2017 is \$107,435 or \$51.48 per hour, with an additional 27.10% and 1% increase to hourly figures to account for benefits, hourly amount which equals to \$65.43 or \$136,549.88 annually.

**Working Capital Fund costs are based on an annual rate of \$7,000 per position per year for computer, telephone, and internet access. Cost for 94 positions for one year is (\$7,000 x 94 = \$658,000).

***Payroll calculations for 94 new hires are based on entry level (GS-9, Step 1, \$54,972.00 includes 27.10% and 1% GS

**The Office of Land and Emergency Management's Proposal for
Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments**

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U.S. Environmental Protection Agency's (EPA) Office of Land and Emergency Management (OLEM) is requesting approval authority through September 30, 2017 for the use of Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payments (VSIP).

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix through efficiencies and technology;
- Streamline OLEM's national workforce by reducing and reshaping the current top-heavy GS-13/14/15 grade structure to create backfill opportunities for recruiting at lower grade levels for alignment with the Agency's highest priorities;
- Restructure existing staff layers to improve organizational productivity while reducing the staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a number of vacancies at lower grades (GS-7/9/11) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization.

OLEM's currently employs 494 permanent employees. Of these, 112 are eligible for voluntary retirement, 134 are eligible for voluntary retirement, and 451 are eligible for voluntary separation payments. OLEM plans to target 219 positions with a maximum of 94 offers. Both the VERA and VSIP opportunities will be offered to staff in targeted series in OLEM. At the employee's discretion, the estimated number of OLEM employees expected to take early retirement is 24 employees (25%). Because OLEM will be restructuring and not eliminating positions, we expect to rehire approximately 94 positions.

OLEM manages the Agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields redevelopment, and accidental releases from oil and chemical facilities.

Under the Resource Conservation and Recovery Act (RCRA), the Office of Resource Conservation and Recovery (ORCR) is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA Regional Offices and State Programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

- (1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs.

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action (CA) programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving effective oversight can be achieved with fewer personnel resources.

- (2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due to the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and on economic redevelopment possibilities, while suspending work on sites or portions of sites that are low risk and have low potential for redevelopment. This will result in a streamlined organization.

Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions.

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. Community Involvement Coordinators (CIC) work with community members throughout the cleanup process. On-Scene Coordinators and Remedial Project Managers also have significant roles along with input from hydrogeologists, toxicologists and ecological risk assessors and grants/project officers that administer cooperative agreements to states for their participation in the process.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to implement all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This will require careful allocation of resources to the completion of the other phases of the process, such as Record of Decision (RODs), and Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals.

	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
OARM	702	121	164	643
OAR	1155	184	271	1002
OCFO	315	51	83	283
OECA	730	176	164	686
OIG	276	44	58	251
OITA	74	12	19	70
AO	730	76	80	311
OEI	348	71	81	312
OGC	234	37	51	183
OLEM	495	113	134	451
ORD	1794	427	324	1463
OCSPP	1147	203	225	876
OW	602	103	94	502
REGION 1	568	137	201	521
REGION 2	785	205	238	726
REGION 3	828	199	217	722
REGION 4	914	166	297	823
REGION 5	1086	258	309	978
REGION 6	748	227	166	669
REGION 7	522	75	112	444
REGION 8	529	98	127	491
REGION 9	741	145	208	677
REGION 10	548	108	124	501
EPA	15871	3236	3747	13585

VSIP

When an agency has received approval from OPM to offer VSIPs, any employee (as defined in 5 U.S.C. 2105) who meets these general eligibility requirements may receive an offer. The employee must:

1. Be serving in an appointment without time limit;
2. Be currently employed by the Executive Branch of the Federal Government for a continuous period of at least 3 years;
3. Be serving in a position covered by an agency VSIP plan (i.e., in the specific geographic area, organization, series and grade);
4. Apply for and receive approval for a VSIP from the agency making the VSIP offer; and
5. Not be included in any of the ineligibility categories listed below.

Employees in the following categories are not eligible for a VSIP:

1. Are reemployed annuitants;
2. Have a disability such that the individual is or would be eligible for disability retirement;
3. Have received a decision notice of involuntary separation for misconduct or poor performance;
4. Previously received any VSIP from the Federal Government;
5. During the 36-month period preceding the date of separation, performed service for which a student loan repayment benefit was paid, or is to be paid;
6. During the 24-month period preceding the date of separation, performed service for which a recruitment or relocation incentive was paid, or is to be paid; and
7. During the 12-month period preceding the date of separation, performed service for which a retention incentive was paid, or is to be paid.

VERA

To be eligible to retire under VERA, an employee must:

(1) Meet the VERA minimum age and service requirements (i.e., the employee has completed at least 20 years of creditable service and is at least age 50, or has completed at least 25 years of creditable service regardless of age);

☐ The minimum age and service requirements are set by statute in 5 U.S.C. 8336(d)(2) for CSRS employees, and in 5 U.S.C. 8414(b)(1) for FERS employees. OPM has no authority to waive either the minimum age or service requirement for VERA eligibility.

(2) Have been continuously employed by the agency for at least 31 days before the date that the agency initially requested OPM approval of VERA;

(3) Hold a position that is not a time-limited appointment;

(4) Have not received a final removal decision based upon misconduct, or unacceptable performance;

- (5) Hold a position covered by the agency's VERA; and
- (6) Retire under the VERA option during the agency's VERA window.

OLEM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions											Max # of Offers	# to Restructure	# to Eliminate	Comments
					by Grade														
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions					
ARLINGTON,VIRGINIA	269	65	71	234															
1035-Public Affairs	4			4											0				
110-Economist	9		1	3					2		1				3	2	2		
1301-General Physical Science	35	11	7	32					7	9	4				20	7	7		
1320-Chemistry	5	1	2	4						1					1	1	1		
1350-Geology	2	1		2					2						2	1	1		
2210-Information Technology Management	13	1	3	12					2	2	1				5	3	3		
28-Environmental Protection Specialist	74	19	25	71					16	14	14				44	9	9		
301-Miscellaneous Administration and Program	3	2	1	3					2		1				3	2	2		
303-Miscellaneous Clerk and Assistant	2	2		2			2								2	2	2		
318-Secretary	1			1		1									1	1	1		
340-Program Management	9	3	5	8											0				
343-Management and Program Analysis	64	17	16	59					21	11	8				40	11	11		
344-Management and Program Clerical and Assistance	2		1	2											0				
401-General Natural Resources Management and Biological Sciences	7			1											0				
415-Toxicology	1														0				
601-General Health Science	5	1	1	4						2	1				3	1	1		
819-Environmental Engineering	22	4	6	18					5	1	2				8	2	2		
881-Petroleum Engineering	1	1		1					1						1	1	1		
893-Chemical Engineering	10	2	3	7					5	1	1				7	2	2		
ATHENS,GEORGIA	1	1		1															
1301-General Physical Science	1	1		1											0				
BOSTON,MASSACHUSETTS	3	1		3															
28-Environmental Protection Specialist	2	1		2							1				1	1	1		
819-Environmental Engineering	1			1											0				
CINCINNATI,OHIO	7	3	2	7															
1301-General Physical Science	2	1		2											0				
1306-Health Physics	2	1	1	2											0				
28-Environmental Protection Specialist	1		1	1											0				
401-General Natural Resources Management and Biological Sciences	1	1		1							1				1	1	1		
819-Environmental Engineering	1			1											0				
DENVER,COLORADO	1			1															
819-Environmental Engineering	1			1											0				
DURHAM,NORTH CAROLINA	4	1		4															
1320-Chemistry	1	1		1											0				
343-Management and Program Analysis	1			1											0				
830-Mechanical Engineering	1			1											0				
893-Chemical Engineering	1			1											0				
EDISON,NEW JERSEY	20	7	2	17															
1301-General Physical Science	12	4	1	10						1	1				2	2	2		
1320-Chemistry	4	2		3							1				1	1	1		
343-Management and Program Analysis	2	1		2					1						1	1	1		
401-General Natural Resources Management and Biological Sciences	1		1	1											0				
819-Environmental Engineering	1			1											0				
ERLANGER,KENTUCKY	1			1															
343-Management and Program Analysis	1			1											0				
FRANKFURT,GERMANY	1			1															
1301-General Physical Science	1			1											0				

KANSAS CITY,KANSAS	1			1															
1320-Chemistry	1			1										0					
LAS VEGAS,NEVADA	11	2		2	9														
1301-General Physical Science	7	1		1	5					1				1	1	1			
1320-Chemistry	1				1									0					
343-Management and Program Analysis	1	1			1									0					
690-Industrial Hygiene	1				1									0					
819-Environmental Engineering	1			1	1									0					
LENEXA,KANSAS	2	1		1	2														
1301-General Physical Science	1			1	1					1				1	1	1			
801-General Engineering	1	1			1					1				1	1	1			
NORFOLK,VIRGINIA	1				1														
1301-General Physical Science	1				1									0					
WASHINGTON,DC	172	31		56	169														
1035-Public Affairs	1				1									0					
110-Economist	1													0					
1301-General Physical Science	13	1		3	13				2	3				5	3	3			
2210-Information Technology Management	4			4	4									0					
28-Environmental Protection Specialist	46	3		15	46				4	3	7			14	5	5			
301-Miscellaneous Administration and Program	6	2		3	6				1	1	1			3	2	2			
318-Secretary	2			1	2				1					1	1	1			
340-Program Management	4			2	4									0					
343-Management and Program Analysis	76	20		23	75				1	1	17	12	8		39	23	23		
401-General Natural Resources Management and Biological Sciences	3				2									0					
415-Toxicology	2			1	2					1	1			2	1	1			
560-Budget Analysis	1	1			1				1					1	1	1			
601-General Health Science	1			1	1				1					1	1	1			
819-Environmental Engineering	3	1		1	3					1	1			2	2	2			
893-Chemical Engineering	6	1		1	6				1	1				2	1	1			
ADD SERIES	3	2		1	3									0					
Grand Total	494	112		134	451	0	1	4	2	91	65	56	0	0	219	94	94		

					# of Targeted Positions														
					by Grade														
OEM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments	
TOTAL EMPLOYEES	64	13	15	64															
BOSTON,MASSACHUSETTS	2	1	0	2															
CMAD																			
28-Environmental Protection Specialist											1			1	1	1			
CINCINNATI,OHIO	3	1	2	3															
CMAD																			
401-General Natural Resources Management and Biological Sciences											1			1	1	1			
DURHAM,NORTH CAROLINA	3	0	0	3															
CMAD																			
None																			
EDISON,NEW JERSEY	1	1	0	1															
CMAD																			
1320-Chemistry											1			1	1	1			
ERLANGER,KENTUCKY	1	0	0	1															
CMAD																			
None																			
KANSAS CITY,KANSAS	1	0	0	1															
CMAD																			
None																			
LENEXA,KANSAS	2	1	1	2															
CMAD																			
1301-General Physical Science										1				1	1	1			
801-General Engineering										1				1	1	1			
WASHINGTON,DC	51	9	12	51															
IO																			
343-Management and Program Analysis										1				1	1	1			
RMD																			
343-Management and Program Analysis									2	1				3	2	2			

RID																		
28-Environmental Protection Specialist																		
893-Chemical Engineering								1		1				2		1	1	
PROD																		
28-Environmental Protection Specialist										2				2		1	1	
343-Management and Program Analysis								2						2		2	2	
601-General Health Science								1						1		1	1	
	64	13	15	64	0	0	0	0	6	4	6	0	0	16	13	13	0	

ORCR	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions											Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
					by Grade															
					1-4	5-8	9-11	12	13	14	15	SES	Other							
TOTAL EMPLOYEES	153	43	38	132																
ARLINGTON,VIRGINIA	151	43	38	130																
1035-Public Affairs																				
110-Economist									2		1				3	2		2		
1301-General Physical Science									7	4	1				12	4		4		
1320-Chemistry										1					1	1		1		
1350-Geology									2						2	1		1		
2210-Information Technology Management									2	2	1				5	3		3		
28-Environmental Protection Specialist									16	13	8				37	6		6		
301-Miscellaneous Administration and Program									2		1				3	2		2		
303-Miscellaneous Clerk and Assistant									2						2	2		2		
340-Program Management																				
343-Management and Program Analysis									15	7	4				26	4		4		
401-General natural Resources Management and Biological Sciences																				
601-General Health Science									0	2	1				3	1		1		
819-Environmental Engineering									5	1	2				8	2		2		
881-Petroleum Engineering									1						1	1		1		
893-Chemical Engineering									5	1	1				7	2		2		
BOSTON,MASSACHUSETTS	1			1																
819-Environmental Engineering																				
FRANKFURT,GERMANY	1			1																
1301-General Physical Science																				
VERA/VSIP Total		0	0	0	0	0	2	0	57	31	20	0	0		110	31		31	0	

					# of Targeted Positions														Comments
					by Grade														
OUST	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate		
TOTAL EMPLOYEES	25	6	11	25															
WASHINGTON,DC																			
1301-General Physical Science		1	1	2					2					2	2	2			
28-Environmental Protection Specialist		2	5	10					3	3	5			11	3	3			
343-Management and Program Analysis		3	4	12			1		6	2	2			11	3	3			
VERA/VSIP Total		6	10	24	0	0	1	0	11	5	7	0	0	24	8	8	0		

					# of Targeted Positions													
					by Grade													
OPM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
TOTAL EMPLOYEES	28	9	10	28														
WASHINGTON,DC																		
301-Miscellaneous Administration and Program		1		2				1	1					2	1	1		
343-Management and Program Analysis		5	3	12				1	3	4	4			12	5	5		
415-Toxicology			1	2						1	1			2	1	1		
560-Budget Analysis		1		1					1					1	1	1		
VERA/VSIP Total		7	4	17	0	0	0	2	5	5	5	0	0	17	8	8	0	

					# of Targeted Positions													
					by Grade													
FFRRO	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
TOTAL EMPLOYEES	13	2	3	13														
WASHINGTON,DC																		
1301-General Physical Science	3	0	0	3						3				3	1	1	0	
318-Secretary	1	0	1	1			1							1	1	1	0	
343-Management and Program Analysis	2	1	1	2					1	1				2	2	2	0	
819-Environmental Engineering	2	1	1	2						1	1			2	2	2	0	
VERA/VSIP Total		2	3	8	0	0	1	0	1	5	1	0	0	8	6	6	0	

					# of Targeted Positions													
					by Grade													
OCPA	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
TOTAL EMPLOYEES	13	2	5	12														
WASHINGTON,DC																		
301-Miscellaneous Administration and Program			1	1							1			1	1	1		
343-Management and Program Analysis		1		1						1				1	1	1		
Grand Total		1	1	2	0	0	0	0	0	1	1	0	0	2	2	2	0	

					# of Targeted Positions													
					by Grade													
OMIS	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
TOTAL EMPLOYEES	8	1	5	8														
WASHINGTON,DC																		
343-Management and Program Analysis		1		1					1					1	1	1		
VERA/VSIP Total		1	0	1	0	0	0	0	1	0	0	0	0	1	1	1	0	

					# of Targeted Positions														
					by Grade														
OBLR	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments	
TOTAL EMPLOYEES	19	1	6	18															
WASHINGTON,DC																			
28-Environmental Protection Specialist	1		1						1					1	1	1			
343-Management and Program Analysis	5	1	4						2	1	2			5	5	5			
VERA/VSIP Total	6	1	5	0	0	0	0	0	3	1	2	0	0	6	6	6	0		

					# of Targeted Positions													
					by Grade													
OLEM IO	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
TOTAL EMPLOYEES	7	2	3	7														
WASHINGTON,DC																		
343-Management and Program Analysis		1		1						1				1	1	1		
VERA/VSIP Total		1	0	1	0	0	0	0	0	1	0	0	0	1	1	1	0	

OSRTI	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions													Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
					by Grade																	
					1-4	5-8	9-11	12	13	14	15	SES	Other									
TOTAL EMPLOYEES	153	32	39	135																		
ARLINGTON,VIRGINIA																						
1301-General Physical Science	20	5	5	20						5	3			8	3	3						
1320-Chemistry	2		1	2																		
2210-Information Technology Management	5		1	5																		
28-Environmental Protection Specialist	28	3	12	26						1	6			7	3	3						
301-Miscellaneous Administration and Program																						
318-Secretary	1			1		1								1	1	1						
340-Program Management	4	1	3	4								0										
343-Management and Program Analysis	36	8	8	31					6	4	4			14	7	7						
344-Management and Program Clerical and Assistance	2		1	2																		
401-General Natural Resources Management and Biological Sciences	3			1																		
415-Toxicology	1																					
601-General Health Science	2			1																		
819-Environmental Engineering	9	3	4	8																		
893-Chemical Engineering	1																					
ATHENS,GEORGIA																						
1301-General Physical Science	1	1		1																		
CINCINNATI,OHIO																						
1301-General Physical Science	2	1		2																		
1306-Health Physics	1	1		1																		
DENVER,COLORADO																						
819-Environmental Engineering	1			1																		
DURHAM,NORTH CAROLINA																						
1320-Chemistry	1	1		1																		
EDISON,NEW JERSEY																						
1301-General Physical Science	12	4	1	10						1	1			2	2	2						
1320-Chemistry	3	1		2																		

343-Management and Program Analysis	2	1		2				1					1	1	1		
401-General Natural Resources Management and Biological Sciences	1		1	1													
819-Environmental Engineering	1			1													
LAS VEGAS,NEVADA																	
1301-General Physical Science	7	1	1	5				1				1	1	1			
1320-Chemistry	1			1													
343-Management and Program Analysis	1	1		1													
690-Industrial Hygiene	1			1													
819-Environmental Engineering	1		1	1													
NORFOLK,VIRGINIA																	
1301-General Physical Science	1			1													
WASHINGTON,DC																	
1301-General Physical Science																	
343-Management and Program Analysis	2			2													
ADD SERIES																	
VERA/VSIP Total		32	39	135	0	1	0	0	7	12	14	0	0	34	18	18	0

					# of Targeted Positions														
					by Grade														
OSRTI/IO	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments	
TOTAL EMPLOYEES	4	2	2	4															
ARLINGTON,VIRGINIA																			
28-Environmental Protection Specialist	2	1	1	2						1	1			2	1	1			
340-Program Management	2	1	1	2															
VERA/VSIP Total	4	2	2	4	0	0	0	0	0	1	1	0	0	2	1	1			

					# of Targeted Positions														
					by Grade														
OSRTI/ARD	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments	
TOTAL EMPLOYEES	49	10	16	43															
ARLINGTON,VIRGINIA																			
1301-General Physical Science	14	5	4	14						5	3			8	3	3			
1320-Chemistry																			
2210-Information Technology Management																			
28-Environmental Protection Specialist	19	2	8	17							5			5	2	2			
301-Miscellaneous Administration and Program																			
343-Management and Program Analysis	1	1		1							1			1	1	1			
344-Management and Program Clerical and Assistance	1		1	1															
401-General Natural Resources Management and Biological Sciences	2			1															
415-Toxicology	1																		
601-General Health Science	2			1															
819-Environmental Engineering	6	2	3	5															
893-Chemical Engineering																			
DENVER,COLORADO																			
819-Environmental Engineering	1			1															
NORFOLK,VIRGINIA																			
1301-General Physical Science	1			1															
WASHINGTON,DC																			
343-Management and Program Analysis	1			1															
VERA/VSIP Total	43	10	16	43	0	0	0	0	0	5	9	0	0	14	6	6	0		

					# of Targeted Positions													
					by Grade													
OSRTI/RMD	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
TOTAL EMPLOYEES	41	4	9	36														
ARLINGTON,VIRGINIA																		
2210-Information Technology Management	4		1	4														
28-Environmental Protection Specialist	3			3														
318-Secretary	1			1		1								1	1	1		
340-Program Management	1		1	1									1					
343-Management and Program Analysis	31	4	7	26					5	1	2			8	4	4		(L.Thomas incl)
344-Management and Program Clerical and Assistance	1			1														
VERA/VSIP Total		4	9	36	0	1	0	0	5	1	2	0	0	9	5	5	0	

OSRTI/TIFSD	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions													Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
					by Grade																	
					1-4	5-8	9-11	12	13	14	15	SES	Other									
TOTAL EMPLOYEES	59	16	12	52																		
ARLINGTON,VIRGINIA																						
1301-General Physical Science	6		1	6																		
1320-Chemistry	2		1	2																		
2210-Information Technology Management	1			1																		
28-Environmental Protection Specialist	4		3	4																		
340-Program Management	1		1	1																		
343-Management and Program Analysis	4	3	1	4					1	3	1				5	2		2				
401-General Natural Resources Management and Biological Sciences	1																					
819-Environmental Engineering	3	1	1	3																		
893-Chemical Engineering	1																					
CINCINNATI,OHIO																						
1301-General Physical Science	2	1		2																		
1306-Health Physics	1	1		1																		
DURHAM,NORTH CAROLINA																						
1320-Chemistry	1	1		1																		
EDISON,NEW JERSEY																						
1301-General Physical Science	12	4	1	10						1	1				2	2		2				
1320-Chemistry	3	1		2																		
343-Management and Program Analysis	2	1		2						1					1	1		1				
401-General Natural Resources Management and Biological Sciences	1		1	1																		
819-Environmental Engineering	1			1																		
LAS VEGAS,NEVADA																						
1301-General Physical Science	7	1	1	5						1					1	1		1				
1320-Chemistry	1			1																		
343-Management and Program Analysis	1	1		1																		
690-Industrial Hygiene	1			1																		
819-Environmental Engineering	1		1	1																		
ATHENS, GEORGIA																						
1301-General Physical Science	1	1		1																		
WASHINGTON,DC																						
343-Management and Program Analysis	1			1																		
VERA/VSIP Total	59	16	12	52						2	5	2	1		10	7		7				

OLEM 6-8-17

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund		Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals			Comments
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce	
Theme																
Delayering (increasing supervisor to staff ratio)													0	0		
Consolidate or reduce administrative or support functions							2	2					2	2		
Restructure or reduce highly graded supervisory and non-supervisory positions			158	56			17	11	5	2	8	6	188	75		
Restructure to focus on core business functions (administrative support)													0	0		
Restructure to focus on STEM/programmatic priorities							1	1					1	1		
Consolidate and streamline functions/activities/reduce number of programs			2	2			26	14					28	16		
Total	0	0	160	58	0	0	46	28	5	2	8	6	219	94		

AO

OAR

OARM

OCFO

OCSPP

OECA

OEI

OGC

OIG

OITA

OLEM

ORD

Theme	AO			OAR			OARM	
	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions								
Restructure or reduce highly graded supervisory and non-supervisory positions								
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities								
Consolidate and streamline functions/activities/reduce number of programs								
Total	0	0		0	0		0	0
Appropriation	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers
Science and Technology								
Environmental Program and Management								
Inland Oil Spill Programs								
Hazardous Substance Superfund								
Leaking Underground Storage Tanks								
Inspector General								
Hazardous Waste Electronic Manifest System Fund								
Water Infrastructure Finance and Innovation Fund								
Total								

[illegible]

[illegible]

AO

OARM

OCFO

OCSP

OECA

OEI

OGC

OIG

OITA

OLEM

ORD

OW

Region 2

Region 4

Region 6

Region 8

Region 10

Table A – Direct Costs for VERA/VSIP	
68 of Targeted Positions for VSIP x \$25,000	\$1,700,000
Annual Leave Pay Out for 68 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step (<i>GS 13 Step 5 - \$66.49</i>) of the targeted pool x 240 x 68 of Targeted Positions}	\$1,085,117
Total Maximum Direct Costs	\$2,785,117

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$133,784,000	\$133,784,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$126,869,040	\$126,869,040
E. Payroll for 20 New Hires	\$1,382,992	\$2,765,984
F. Payroll Savings for 50 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$5,531,968	\$4,148,976
G. Pre-VERA/VSIP Annual WCF Cost	\$8,081,000	\$8,081,000
H. Post VERA/VSIP Annual WCF Cost	\$7,732,500	\$7,732,500
I. WCF for 20 New Hires	\$69,700	\$139,400
J. WCF Savings for 68 VERA/VSIP Targeted Positions (J = G – H – I)	\$278,800	\$209,100
Projected Savings with VERA/VSIP (F + J)	\$5,810,768	\$4,358,076

Table A

Assumes 68 Targeted Positions at buyouts of \$25,000

Assumes leave payout of 240 hours for all 68 Targeted Positions at a fully loaded average salary rate of a GS 13 Step 5 (\$66.49)

Table B

- A. Assumes FY 17 Enacted Payroll for RPIO 20.
- B. VERA/VSIP payout takes place in FY 17 and does not impact FY 18 or FY 19.
- C. VERA/VSIP leave payout takes place in FY 17 and does not impact FY 18 or FY 19.
- D. Assumes annual payroll cost of annual salary of eligible positions (GS-13 Step 5 - \$138,299) x 50 positions = \$6,914,960.
- E. Assumes payroll for 20 new hires at GS-13 Step 5 \$138,299 * 20 = \$1,797,890. FY 17 costs assume hiring in April 2018.
- F. A – B – C – D – E
- G. Assumes FY 17 Enacted WCF for RPIO 20.
- H. Assumes savings of \$348,500 – annual WCF cost / FTE of \$6,970 * 50 maximum offers
- I. Assumes annual WCF cost for 20 new hires of \$139,400 – annual WCF cost / FTE of \$6,970 * 20 new hires. FY 17 costs assume hiring in April 2018.
- J. G – H – I

VERA/VSIP Proposal:
Office of International and Tribal Affairs

The Office of International and Tribal Affairs (OITA) proposes offering VERA and VSIP to GS-13 through GS-15 non-supervisory staff and to a small number of staff in administrative positions in order to facilitate the consolidation of programs and functions across the organization.

OITA currently has 74 non-temporary employees, the majority of whom are at the GS-13 to GS-15 grade levels. We propose to offer VERA/VSIP buyouts primarily to eligible employees at these grade levels, and will restructure the positions vacated by departing employees. The maximum number of positions eligible will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts.

OITA seeks to align the work of its international and tribal programs with administration priorities. Because of the administration's focus on fewer high-priority initiatives for international and tribal programs, OITA will need fewer higher-graded employees to serve as program leads. (The reduction in the number of key program areas is more significant in the international programs than in the tribal programs, and OITA is targeting fewer positions in its American Indian Environmental Office, accordingly).

Although OITA offered VERA/VSIP in 2014, the Office still has GS-13 through GS-15 level employees performing some functions that could be performed by staff at lower grades. As part of the office's efforts to realign its work and consolidate functions, less complex work will be restructured into lower-graded positions, which will facilitate consolidating more complex duties (e.g., policy development, multilateral negotiations, etc.) among the higher-graded staff who remain following the VERA/VSIP process. EPA offers in-house training (e.g., COR certification, IA Project Officer certification, etc.) that can help prepare lower-graded staff to assume some of the less complex duties currently being performed by higher-graded employees.

A reduction in the number of programs and the number of staff should also allow OITA to further consolidate some administrative functions, with slightly fewer staff providing administrative support to the office's programs. (OITA's 2014 VERA/VSIP process saw the departure of a number of key administrative support staff. Although some further consolidation is possible, there are currently fewer opportunities to reduce administrative functions than to collapse program management functions).

OITA's current structure is already "flat." The office anticipates no reorganization as a result of VERA/VSIP. Realignment within each of OITA's constituent organizations are more likely, with teams being combined or staff assignments being consolidated.

Tentative areas of workforce reshaping and restructuring include:

- A reduction in the number of formal teams. Staff in OITA's program components are currently divided into a total of nine teams, each of which is headed by a GS-15 Senior Advisor. Combining existing teams will allow us to reduce the need for a number of higher-graded staff.
- A reduction in the number of GS-15s other than Senior Advisors. OITA's international programs currently have three non-supervisory GS-15s serving in positions other than team leaders. Several of these GS-15s support programs that OITA plans to significantly reduce in order to align the office's international priorities with the focus areas identified by the new administration. As the GS-15s who support these programs depart, OITA will restructure the positions to reduce their full promotion potential and to restructure the positions to support new priority programs.
- Realignment of resources across OITA will increase efficiencies in managing assistance agreements and contracts, which should reduce the number of staff needed to administer these vehicles. Some work currently supported by employees at the GS-13, 14, and 15 grade levels – in both the international and tribal programs -- can be reassigned to staff at lower grades.

OITA will target a total of six positions: one GS-0028-13 position in its American Indian Environmental Office; two GS-0301-14 positions and two GS-0301-15 positions in its International Programs (Office of Regional and Bilateral Affairs and Office of Global Affairs and Policy); and one GS-0303-09 administrative support position in its Office of Regional and Bilateral Affairs.

NOTE: The position of Senior Advisor for North America in OITA's Office of Regional and Bilateral Affairs is considered a "safe" position for the purposes of this VERA/VSIP proposal. OITA is not including this Senior Advisor position among the GS-0301-15 positions targeted.

VSIP

VSIP will be offered for each of the six targeted positions, with a maximum of five offers being accepted. If OITA receives and accepts the maximum number of requests, \$125,000 will be required for buy-outs.

A number of staff who occupy the targeted positions are already retirement eligible. VSIP will serve as an incentive for these employees to retire from federal service.

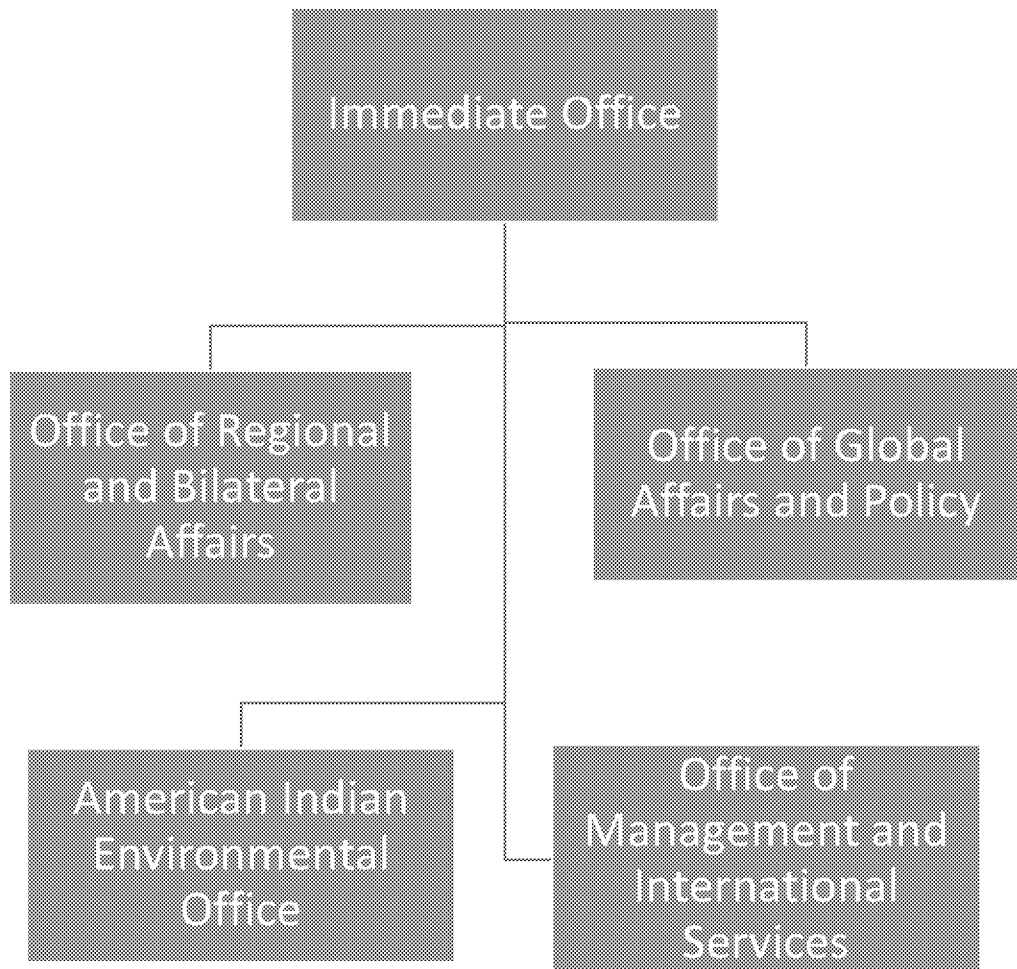
VERA

Nineteen employees in OITA are VERA eligible. The estimate of the total number of employees in the office who are expected to take early retirement is two.

The administration's focus on a smaller number of key international and tribal programs will result in the need for fewer higher-graded employees as program leads. Reductions in major initiatives may necessitate the transfer of up to ten OITA employees to other parts of the agency. OITA may also need to make significant changes to portfolio assignments for up to twenty other employees as a result of rapidly changing focus areas for our programs. OITA seeks VERA authority as one option for alleviating the need to transfer employees.

Office of International and Tribal Affairs

Organizational Chart



6/30/17 UPDATE

This is a follow up to today's conference call on the VERA/VSIP budget calculations. Please update your templates as was discussed in the call today and email to Carol Terris and Janet Remmers ASAP, but no later than Monday, July 3rd.

Below are the table templates from OHR for the VERA/VSIP:

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ Amount
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ Amount
Total Maximum Direct Costs	\$ Sum

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost		
B. VERA/ VSIP Payout Cost		
C. Leave Payout Cost		
D. Post VERA/VSIP Annual Payroll Cost		
E. Payroll for # New Hires		
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)		
G. Pre-VERA/VSIP Annual WCF Cost		
H. Post VERA/VSIP Annual WCF Cost		
I. WCF for # New Hires		
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)		
Projected Savings with VERA/VSIP (F + J)		

Additional instructions from today's teleconference:

1. Please use the Word OHR templates above- do not add or delete rows or columns.
2. Please use whole numbers and do not include decimals (no cents) (eg \$1,234,567, not \$1,234,567.00). Do not display numbers in thousands or millions.
3. The costs and savings in Tables A and B should be calculated for the maximum number of offers that would be accepted , and not the expected number of acceptances.
4. Table B, Rows B and C should be \$0 for FY 2018 and FY 2019

5. Table B, Row D: We checked with OMB on this row, and their guidance was to “keep it simple” and do not try to include cost of living increases. OMB suggested this number should just reflect the payroll in row A, less the payroll for the number of targeted FTE. (that is what R10 did).
6. Table B, Row E: Please include payroll for all re-hires and all re-structured positions if they are going to be hires that are external to the RPIO. If the new hires for re-structured positions are assumed to be from within the RPIO, add that information in the footnote. Assume the new hires in FY 2018 will be onboard for ½ year.
7. Include footnotes for each row in the table as appropriate. Explain your assumptions or calculations in the footnotes.
8. It is suggested that the annual leave payout should be estimated for 240 hours. Add a footnote if you use a different number of hours.

If you have any questions, please call Janet Remmers at 202-564-0548.

6/30/17: As I now have had a chance to read through the V/V business case document, I have a couple of “best practices” suggestions.

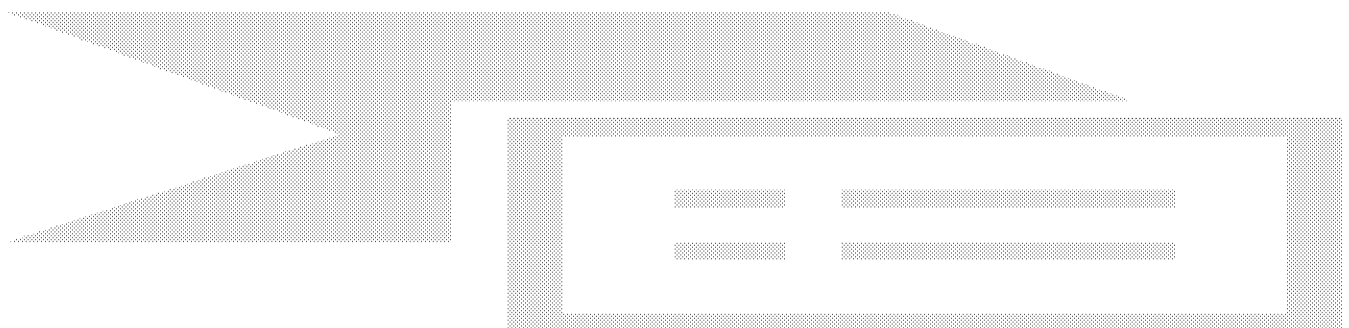
In the tables, where there is “#”, fill in the actual number.

Also fill in the hourly rate and average grade/step if you used a single average for the leave calculation. Otherwise , add a footnote to show the assumption for this calculation.

Add footnotes for each line in Table B. Label the footnotes A, B, C, etc. A couple of examples of format only are below. I am only providing these examples for format, not content. The amount of detail in the footnotes can vary. Provide as much/or little explanation as you feel is necessary.



Footnote format examples. The amount of detail in the footnotes can vary. Provide as much explanation as you feel is necessary.:







**U.S. Environmental Protection Agency
Voluntary Early Retirement and Voluntary
Separation Incentive Payments Authorities
Business Cases and Budget Projections**

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EPA Business Cases and Budget Projections

I. Introduction

In order to address the U.S. Office of Management and Budget's directive (M-17-22) to reform the agency to be more efficient and effective, EPA is seeking to reduce, restructure and reshape its various program and regional offices according to the following themes: delayering to increase supervisor to staff ratio; consolidation or reduce administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions/activities/reduce number of programs. VERA and VSIPs will be offered to all regional offices and program offices except the Office of Inspector General (22 total offices). If the number of applications received exceeds the total number of VSIPs we can offer, approvals will be based first on service computation date for leave, then on entry on duty date (total EPA years of service.) If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first.

II. Office of the Administrator

Business Case

The Office of the Administrator over the course of many years has become one of the most highly graded organizations in the agency. As part of our strategic vision, we will continue to evaluate how well AO's organizational structure and staffing meets the agency's needs; ensuring that AO operates efficiently and effectively. Consequently, AO requests to:

1. Offer the VERA/VSIP to a generally broad segment of the AO workforce. We believe this inclusive approach will allow the majority of AO employees to decide if this is the right time for them to accept the VERA/VSIP rather than management deciding for them by limiting the positions targeted.
2. Restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels. There has been a significant rise in nonsupervisory high-graded GS-14 and GS-15 positions in AO; these positions represent nearly half of our entire staff.
3. At a later date, reshape the workforce to reflect changes in programmatic direction; strengthen technical programmatic expertise with the appropriate skill mix; and maximize administrative support positions.
4. We will conduct ongoing assessments to ensure that AO's organizational structure meets current and future operational needs. Each Associate Administrator and Staff Office Director will continue to discuss their organization's priorities with the Chief of Staff and Deputy Chief of Staff. These structured meetings will specifically discuss how AO will advance the Administrator's priorities for the remainder of FY17 and begin analysis of FY18 conditions as

information becomes more available. These discussions will enable refined assessment of the workforce, budget, and efficiencies across AO, as well as set priorities and develop action items AO-wide. Additionally, these discussions will aid in identifying potential savings and synergies to maximize effective utilization of AO's resources.

Information Required for VERA and VSIP Requests

Overall AO has targeted 152 positions out of a total 339 positions (339 does not include political appointees). Of the targeted positions, 110 of the 152 are GS-13 or higher and all are non-supervisory. We intend to offer VERA/VSIP to restructure a maximum of 64 positions in AO. All positions, with the exception of one SL level position which will be eliminated, that are offered VERA/VSIP will be restructured, primarily at a lower grade level. AO will continue to identify opportunities to improve the efficiency and effectiveness of the existing workforce by offering opportunity to train and develop staff through creative approaches using short-term assignments via Skills Marketplace; details through Talent Hub; and opportunities to participate in training and developmental programs. In addition, AO will continue to seek ways to streamline processes; eliminate or modify areas of redundancy, and encourage our workforce to join networks to share new methods and resources for performing the day-to-day work in support of the office mission and the Administrator's overall goals.

Finally, each office has developed a plan to maintain office functions while positions are restructured and re-staffed. Their selection of positions to be offered is predicated on their ability to restructure the position and hire employees with new skills and at lower grade levels to meet future requirements – up to their AO designated FTE ceiling.

Both the VERA and VSIP opportunities will be offered to staff in targeted series in all 12 individual offices within the Office of the Administrator. Targeting decisions were made by senior managers based on the specific mission needs required to reshape the workforce and lower the overall personnel compensation and benefits salary base. This proposal sets a maximum number of VSIPs to be offered for each series in each office. Decisions on who receives VSIPs will be made on the basis of seniority. These offers are based on an understanding that these offices will be allowed to restructure position and staff up to their AO authorized FTE ceiling.

NOTE: Given the pool of available candidates across our offices, if AO does not receive a high percentage of applicants at the GS-15 or GS-14 levels in any particular office, we request the flexibility to increase (or decrease) the offer number in one or more categories, as long as our total reduction does not exceed a total of 64.

VSIP-Specific Information

The targeted position spreadsheet identifies the details of the specific positions to be offered VSIP and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level with only one exception as noted above. The maximum amount of voluntary separation incentive payments to be offered in AO is 64. In AO everyone that is early out (VERA) is VSIP eligible as well. Our organizational charts are attached – AO is not making any changes to its organizational structure at this time. However, we continue to assess potential opportunities to gain greater efficiencies.

VERA-Specific Information

The total number of position with the Office of the Administrator potentially undergoing change is 64. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level except one. AO does not have any employees in the program who will be involuntarily separated, downgraded, transferred, or reassigned as a result of these actions. AO has a total number of 75 employees eligible for early retirement. The estimated total number of employees in the Office of the Administrator who are “likely” to take early retirement is approximately 30, which is about 40% of the total eligible employees.

The Office of the Administrator plans to offer opportunities for temporary assignments with possible reassignments; using Talent Hub to post opportunities for lateral reassignments; and allow offices to recruit, where needed, at the lowest grade level possible for specific skillsets that are not available within the agency. These recruitments will include the restructured position to decrease in total of the overall non-supervisory GS-14/15 positions.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,625,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool \$64.09 x 240 x 65 of Targeted Positions}	\$999,804
Total Maximum Direct Costs	\$2,624,804

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$70,252,000	\$70,252,000
B. VERA/ VSIP Payout Cost	\$1,600,000	
C. Leave Payout Cost	\$984,422	
D. Post VERA/VSIP Annual Payroll Cost	\$61,720,339	\$65,438,323
E. Payroll for # New Hires (GS 7,9,11) \$28.35 x 2080 x 64 of Targeted Positions	\$3,773,952	

F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,173,287	
G. Pre-VERA/VSIP Annual WCF Cost	\$5,375,245	
H. Post VERA/VSIP Annual WCF Cost	\$5,051,998	
I. WCF for # New Hires	\$317,923	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$5,323	\$5,323
Projected Savings with VERA/VSIP (F + J)	\$2,178,610	\$4,819,000 (A-D+J)

III. Office of Air and Radiation

Business Case

Over time, OAR has taken a number of steps to reshape its administrative workforce, including:

- Reorganizing work units and realigning or eliminating positions in order to consolidate mission support functions;
- Replacing positions performing non-inherently governmental clerical duties with grantees; and
- Offering separation incentives to employees whose positions were identified as redundant or obsolete.

Such incremental efforts, combined with ongoing attrition, have proven effective at realizing improved customer service with fewer positions and a lower cost to payroll. Also, in recent years EPA has adopted new internet-based data systems that require analysts who are skilled in using the full capability of the systems and who must be able to produce and interpret data reports. As the demands of mission support functions have evolved, OAR has found that on-the-job training is not always sufficient to enable employees to use these systems effectively, and that new skills sets are needed.

In the event that EPA determines that OAR will offer new separation incentives, such incentives will be offered to non-SES positions in administrative series, predominantly in the 0300 family, in order to: 1) continue OAR's efforts to realize workforce efficiencies by consolidating and eliminating positions that are no longer mission-critical or that can be done at lower grade levels; and 2) refocus efforts on programmatic priorities.

Our proposal seeks to streamline administrative operations and reduce the number of personnel with obsolete skills. In addition, in certain offices, it is necessary to redirect limited resources from general administrative services to essential programmatic functions required for meeting agency strategic goals, as well as to support new and emerging agency priorities and federal environmental and programmatic mandates.

This VERA/VSIP proposal includes a total of 67 eligible positions and sets forth a maximum total number of 20 VERA/VSIP offers in OAR, as shown in the targeted position spreadsheet.

For any positions vacated by an employee who accepts VERA/VSIP, the office will redistribute mission-critical duties to existing positions to the extent possible. Depending on the availability of FTE in

FY2018 and beyond, offices will seek to fill any competency gaps not addressed through redirection of duties by establishing positions and recruiting for skill sets needed for programmatic and mission-critical priorities as permitted by EPA.

How VSIP will be used in conjunction with VERA

About 15% of OAR's workforce is eligible for optional retirement. Combined with employees eligible for early retirement, the total number of VSIP + VERA employees constitutes 40% of our workforce. We are requesting authority to offer VSIP/VERA in order to reach the goal of 20 voluntary separations. Offering VSIP/VERA is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and better align the skill sets needed to meet current and future mission needs.

VSIP-Specific Information

The categories of positions that will be offered VSIP are the same as those indicated in the targeted position spreadsheet. This VERA/VSIP proposal targets a total of 67 positions and set forth a maximum total number of 20 VERA/VSIP offers in OAR. OAR will accept VSIP offers alone, or in combination with VERA or Optional Retirement.

OAR does not expect that any reorganizations will be necessary after the agency has completed the incentive payments. However, OAR will continue to explore ways to further improve workforce efficiencies.

VERA-Specific Information

OAR employs 1,119 employees as of May 12, 2017. Approximately 270 employees are eligible for early retirement. The estimate of the total number of employees in OAR who are expected to take early retirement is five or fewer.

As stated above, at this time, OAR does not expect that any reorganizations will be necessary post-VERA/VSIP. Certain personnel actions may be necessary as a result of the departures of staff. Some position descriptions may need to be updated to reflect new or amended duties, and this could require the processing of reassignment or realignment actions if the change is more than minimal. In addition, depending on where these departures occur, it may be necessary to offer details/temporary promotions to cover work if it cannot be handled by current staff. We would expect these actions to be few and used mainly if workforce departures are unevenly distributed.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 500,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 245,000
Total Maximum Direct Costs	\$ 745,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$172,283,000	\$172,283,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$170,163,000	\$170,163,000
E. Payroll for # New Hires	\$225,875	\$451,750
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,894,125	\$1,668,250
G. Pre-VERA/VSIP Annual WCF Cost	\$14,725,000	\$14,725,000
H. Post VERA/VSIP Annual WCF Cost	\$14,545,000	\$14,545,000
I. WCF for # New Hires	\$22,500	\$45,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$157,500	\$135,000
Projected Savings with VERA/VSIP (F + J)	\$2,051,625	\$1,803,250

- A. Assumes payroll allocation from FY17 Enacted budget for OAR.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes annual payroll cost of average salary of eligible positions (\$106,000) x 20 positions = \$2,120,000.
- E. Assumes hiring 5 GS-12, step 5 positions in Washington, DC. Start date April 2018.
- F. A – B – C – D - E
- G. Assumes working capital fund allocation from FY17 Enacted budget for OAR.
- H. Assumes \$9K WCF per person x 20 positions = \$180,000.
- I. Assumes \$9K WCF per person.

IV. Office of Administration and Resources Management

Business Case

The Office of Administration and Resources Management is requesting approval authority for the use of VSIP and VERA to transform its workforce by placing a renewed focus on core business services, eliminating business services with low demand, centralizing internal support in select administrative areas, and reshaping the workforce to optimize support to the agency.

OARM has 698 permanent employees. The VERA/VSIP plan targets 154 positions: 34 positions in support job series and 120 positions in programmatic series. Targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is 98 as shown in the targeted position spreadsheet. These offers span 20 different job series. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. The estimate of the total number of employees in OARM who are expected to take early retirement is five. OARM will focus on the following themes:

Restructure or reduce highly graded, supervisory and non-supervisory staff positions (GS 14 and 15) into lower graded positions that support the skills and competencies needed to meet current and emerging mission and program requirements and rebalance the current structure and recruit at lower grade and career ladder levels.

*In OROM – the pool for 0343 positions in FACMD does not include one GS-14. This position acts as the Committee Management Officer and is excluded because it is required by GSA and the FAC Act.

Restructure positions to focus on core business functions where needs can be met more economically, by leveraging technology, or utilizing other resources. Includes the printing function, printing officers, and elimination of embedded attorney services in favor of OGC expertise. These positions will be restructured at lower grade levels and into positions that support core business functions.

Consolidate or reduce administrative or support functions to increase emphasis on positions and series directly supporting our core business functions – facility, engineering, contract, grant and human resources management.

- Reduce the number of employees in specific occupational series (e.g., automation clerks, secretaries, procurement analysts, grants assistants, program and management analyst positions).
- Realign current administrative specialists and program analysts to consolidate internal HR support and budget execution in OARM to achieve efficiency.
- Restructure positions to recruit candidates having skills required to close current competency gaps.

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

How VSIP will be used in conjunction with VERA

OARM has 121 employees eligible for regular retirement and 164 eligible for early retirement through VERA in the above identified series. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to OARM to reshape its organization. The VSIP can further increase the potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities.

Hence, the combination of VERA and VSIP provides the greatest likelihood of the OARM achieving the necessary reshaping and restructuring of its workforce.

The types of personnel actions anticipated as a result of the above proposed restructuring and elimination of positions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and possible external competitive recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP

# of Targeted Positions for VSIP x \$25,000	\$ 2,450,000
Annual Leave Pay Out for 98 Targeted Positions for VERA, Optional Retirement or Resignation {\$64.86* per hour x 240 x 98 Targeted Positions}	\$ 1,525,507.20
Total Maximum Direct Costs	\$ 3,975,507.20

*Payroll estimated on a GS-13, step 5 (\$51.48) with 26% included for loaded cost in Washington, D.C.

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$110,695,000	\$110,695,000
B. VERA/ VSIP Payout Cost	\$2,450,000	\$2,450,000
C. Leave Payout Cost	\$1,525,507.20	\$1,525,507.20
D. Post VERA/VSIP Annual Payroll Cost	\$96,485,000	\$96,485,000
E. Payroll for 84 New Hires	\$4,617,900	\$4,617,900
F. Payroll Savings for 98 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$5,616,592.80	\$5,616,592.80
G. Pre-VERA/VSIP Annual WCF Cost	\$6,280,000	\$6,280,000
H. Post VERA/VSIP Annual WCF Cost	\$5,473,852	\$5,473,852
I. WCF for 84 New Hires	\$690,984	\$690,984
J. WCF Savings for 98 VERA/VSIP Targeted Positions (J = G – H – I)	\$115,164	\$115,164
Projected Savings with VERA/VSIP (F + J)	\$5,501,428.80	\$5,501,428.80

V. Office of the Chief Financial Officer

Information Required for VERA and VSIP Requests

OCFO plans to reduce the number of administrative positions by using VERA/VSIP authorities to:

- Eliminate a clerk position.
- Reduce the number of financial technician positions.
- Reduce the number of secretary positions within OCFO's Office of the Controller (Reduce the number of management analyst positions within OC).

In addition, OCFO plans to reduce the number of financial management positions in OC by using VERA/VSIP authorities to:

- Reduce the number of financial specialist positions.
- Reduce the number of accountant positions.

Vacated clerk, secretary, and financial technician positions will be abolished. After VERA/VSIP offers have been accepted, OCFO will determine how many OC positions remain in the management analyst, accountant, and financial specialist series, and make appropriate workforce decisions. These decisions include possible reassignments of remaining personnel to fill positions in other parts of OCFO to fill mission-critical needs. The decisions also include possible restructuring to fill a small number of vacated positions with new skills needed to perform and support advanced data analytics and deliver secure, high-quality financial management processes, operations, and systems. These changes would be part of EPA's continuing efforts to meet the demand for a technologically sophisticated, analytical

financial management workforce, as well as qualified technical and IT security staff.

OCFO will be able to operate without eliminated positions due to increased use of technology. Over time, the agency's financial management programs and functions have undergone significant change, particularly in the use of technology. In October 2011, the agency implemented the Compass Core Financial System, a key element of EPA's overall Financial System Modernization Plan, which provided increased integration among EPA's various systems and added new functionality. Now, we will take greater advantage of the full functionality of Compass to reduce our need for separate systems which cost time, money, and staff resources to integrate. As just one example, moving portions of the payment tracking systems and other interfacing systems into Compass will eliminate the need to reconcile discrepancies when all functionality is housed in one system. This should result in streamlined processes, better data quality, and reduced staff needed for integration of the separate systems and reconciliation of data. As a result, the workforce supporting the agency's financial management operations including the supporting administrative staff, which are located in OCFO, can be restructured and reduced, while qualified technical and IT security staff would be maintained.

We will be able to realign or reorganize to create operational efficiencies, while at the same time minimize any potential negative impacts on the workforce. We also plan to recruit for new skills needed by hiring a modest number of positions. We will recruit candidates who have analytical and critical thinking, and information management and technology skills. If needed, OCFO will implement management-directed reassignments or details to ensure mission-critical programs are not interrupted. OCFO's senior leadership will ensure that the highest priorities of EPA and OCFO will be carried out during this time of organizational change and workforce restructuring.

VSIP will be used in conjunction with VERA to maximize the incentives for employees to accept a VERA/VSIP offer. OCFO's attrition rate is low, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. For these individuals, VSIP is the only incentive we can offer. Another target group is eligible for neither optional retirement and nor early retirement. For these individuals too, VSIP is the only incentive available. Given that a reduced government income relative to optional retirement is inherent in VERA, we anticipate VSIP to be a necessary enticement also among the target group who are VERA-eligible. VERA authority in conjunction with VSIP will be essential if we are to reach our goal of 27 voluntary separations from among a target group of 160.

VSIP-Specific Information

- The maximum number of VERA/VSIP to be offered is 27.
- The maximum amount that will be paid is \$25,000.
- The total maximum amount that will be paid is \$675,000.

A maximum of 27 VSIP payments would be offered in accordance with the targeted position spreadsheet.

VERA-Specific Information

As of May 15, 2017, OCFO has 303 non-temporary employees on board. 83 employees are eligible for early retirement. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is 20. At this time, we anticipate one position in an occupational series that OCFO no longer needs may require the incumbent to be involuntarily separated unless the

individual accepts a VERA-VSIP offer or finds a position in another EPA office or federal agency. The types of personnel actions anticipated as a result of OCFO's need for VERA include separations, details (if necessary), reassignments, abolished and/or reclassified positions, and internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
27 VERA/VSIP Offers x \$25,000	\$ 675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate (\$49.66) based on the average grade and step (GS-12, Step 10) of the targeted pool x 240 x 27 Offers to Targeted Positions}	\$ 321,797
Total Maximum Direct Costs	\$ 996,797

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate ¹	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$43,281,345	\$43,281,345
B. VERA/ VSIP Payout Cost ²	\$675,000	\$0
C. Leave Payout Cost ²	\$321,797	\$0
D. Post VERA/VSIP Annual Payroll Cost ²	\$39,913,078	\$39,913,078
E. Payroll for 7 New Hires	\$725,473	\$725,473
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,645,997	\$264,2794
G. Pre-VERA/VSIP Annual WCF Cost ³	\$2,163,000	\$2,163,000
H. Post VERA/VSIP Annual WCF Cost	\$1,974,000	\$1,974,000
I. WCF for # New Hires	\$49,000	\$49,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$140,000	\$140,000
Projected Savings with VERA/VSIP (F + J)	\$178,5997	\$2,782,794

¹Based on FY 2017 projected payroll

²Calculations are based on a GS-12 Step 10 (for 2017 in Washington DC), the average cost of the targeted pool. Eligible employees are located in Washington, RTP, Cincinnati, and Las Vegas. The 2017 GS-12 Step 10 salary is \$103,639 or \$49.66/hr. With a 30% increase to account for benefits, the total annual cost is \$134,730 annually.

³Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and is estimated at \$7,000 per position. Savings for 27 positions for one year is \$7,000 x 27 positions = \$189,000.

VI. Office of Chemical Safety and Pollution Prevention

Business Case

OCSPP is requesting approval authority for the use of VSIP and VERA together to transform its workforce to meet administrative and programmatic challenges facing the organization by reducing administrative support positions through efficiencies and technology, reshaping the organization to reflect changes in programmatic direction and increased efficiency, and reducing and restructuring our highly-graded full-time equivalents. OCSPP plans to offer both VSIP/VERA together (except for series

GS-0303 which will only receive VSIP).

- Reduce the number of Miscellaneous Clerk and Assistant positions across OCSPP. As technology use across the workforce has expanded, many of the activities of the administrative staff in this series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into user-friendly automated systems, i.e., Concur, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in this administrative field and will enable the organization to reduce obsolete skills and consolidate a broader range of functions. OCSPP has 3 of these positions. One is in the Office of Pollution Prevention and Toxics (GS-10) in Washington, DC, and 2 are in the Office of Pesticide Programs in Arlington, VA (GS-7, GS-8). All offers would be accepted.
- Reduce and restructure the work of non-supervisory Miscellaneous Administration and Program Series positions in the OCSPP IO to restructure positions with new skill sets that advance multimedia approaches and new technology. The IO will look to restructure positions requiring broader programmatic experience, communication and communication technology and the use of collaboration tools to better support the IO senior management. The IO would evaluate and determine how to restructure any position prior to filling the position. The IO has 2 GS-13 non-supervisory positions in this series in Washington, DC. All offers would be accepted.
- Reduce the number of Miscellaneous Administration and Program Series positions in OPPT's Information Management Division. The functions of OPPT have evolved with the manner and processing of submissions under the Toxic Substances Control Act (TSCA). Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OPPT would expect to fill any new FTE positions at lower grades in restructured positions. OPPT has 4 non-supervisory GS-13 positions in this series in IMD. Up to two offers would be accepted.
- Reduce and restructure the number of non-supervisory GS-15s across OCSPP. Many non-supervisory GS-15 positions were established to focus on specific programs when sufficient higher graded work was present. Program priorities have evolved over time and continue to do so and not all of these positions are currently required. Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OCSPP will review positions that are vacated and determine whether the work of the position is needed or whether it should be abolished. If the position is still needed, we will evaluate and determine how it will be restructured before filling. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties, different job series or a different grade level appropriate for the scope of duties for that position. OCSPP has 56 positions eligible for retirement or early retirement (this excludes one IT security position). Up to 43 offers would be accepted across many series (3 in the IO; 22 in OPPT, 15 in OPP (see the next bullet), and 3 in the Office of Science Coordination and Policy). Positions are located in Washington, DC, Arlington, VA, Chicago, IL and Ft. Meade, MD.
- Reduce the number of OPP supervisory positions by restructuring branches in two OPP divisions. These new structures will consolidate functions across several branches to increase efficiency and increase the supervisor-to-staff ratios. In the Health Effects Division, OPP would combine information functions with science information functions into a single unit and also combine scientific specialties related to health effects and exposure into one branch. This

restructuring would lead to better cross-sharing of information and more efficient use of technical capabilities and staff resources. In the Pesticides Re-evaluation Division, OPP would eliminate one branch and task work from that branch across three other branches, eliminating the need for an administrative services branch. Reshaping these branches helps with increased efficiency and reduces the number of supervisors. OPP would re-task work to existing staff and supervisors. OPP currently has 3 positions located in Arlington, VA. Two of the three are GS-15-0343 Program Analysts, and one is a 0401Biologist. Up to 15 positions would be accepted in OPP from this group and the OPP non-supervisory GS-15s combined (OPP current and future organization chart attached.)

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,250,000 (50 x \$25,000)
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$797,880 (\$66.49 x 240 x 50)
Total Maximum Direct Costs	\$ 2,047,880

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$154,647,000	
B. VERA/ VSIP Payout Cost	\$1,250,000	
C. Leave Payout Cost	\$797,880	
D. Post VERA/VSIP Annual Payroll Cost	\$147,732,050	
E. Payroll for # New Hires	\$2,765,980	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,101,090	
G. Pre-VERA/VSIP Annual WCF Cost	\$8,703,000	
H. Post VERA/VSIP Annual WCF Cost	\$8,354,100	
I. WCF for # New Hires	\$139,560	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$209,340	
Projected Savings with VERA/VSIP (F + J)	\$2,310,430	

- A. EPM and S&T payroll (EPM and S&T payroll).
- B. \$25,000 x 50
- C. Average hourly for GS-13/5 x 240 hours x 50 staff (\$66.49 x 240 x 50)
- D. Anticipates all 50 staff (max offers) taking VERA/VSIP. Payroll in line A less fully loaded GS-13/5 (\$138,299 x 50).
- E. Assumes hiring of 20 new staff at yearly salary of \$138,299 per employee.
- F. See calculation formula above.
- G. From BAS 2016 Enacted
- H. Anticipates all 50 staff (max offers) taking VERA/VSIP.
- I. Assumes hiring of 20 new staff at yearly WCF cost of \$6,978 per employee.
- J. See calculation formula above.

VII. Office of Enforcement and Compliance Assurance

Business Case

The Office of Enforcement and Compliance Assurance is requesting authority for the use of VERA and VSIP to address longstanding shortfalls in extramural and other non-pay accounts through elimination or restructuring of positions vacated by departing employees.

OECA will offer VERA/VSIP broadly to enable redirection and refocusing of resources to establish a more efficient enforcement and compliance program aligned with the agency's strategic direction. OECA will accept VERA/VSIP applications for eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators, allowing the OECA to reshape its workforce, consolidate functions, and preserve extramural funds necessary to meet core business needs. The VERA/VSIP would encompass GS 5 – 15 positions in all locations. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

NOTE: Given the pool of available candidates, if OECA does not receive applicants at the numbers outlined in the Targeted Positions Template, we request the flexibility to increase (or decrease) the number in one or the other category, as long as our total does not exceed 51. This would be implemented by adhering to the selection criteria for each job category and then adjusting other categories where appropriate to meet overall target levels.

Through a combination of restructuring and elimination, OECA will refocus the workforce and balance extramural needs to meet changing priorities in coordination with our state and local partners. Some of OECA's components include separate administrative and program support functions which may be consolidated to reduce redundancies and promote greater efficiency. In addition, OECA may restructure compliance and enforcement activities across organizational lines to improve coordination and streamline functions. For the GS-2210 Information Technology Specialist positions, OECA will restructure two information-security positions and reassign work to lower graded employees in this series. While these are positions with direct-hire authority, reassignments internal to the agency should allow us to meet program needs.

OECA has 681 non-temporary employees in targeted positions, of which 164 are VERA-eligible and 522 are VSIP-eligible. OECA plans to offer up to 51 VSIPs (with or without VERA) to eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators in a pool of 506 targeted positions. This broad applicant pool will enable a large-scale approach towards a multi-faceted reshaping effort.

The estimate of the total number of employees in OECA who are expected to take voluntary early retirement are 25. With a target of 51 positions overall, we plan to restructure 25 positions to meet changing agency priorities and eliminate 26 positions to address longstanding financial needs for critical agency support activities.

Personnel actions as a result of the VERA/VSIP will likely be part of broader agency reform and restructuring efforts and will be a combination of details, reassignments, competitive hires and realignments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,275,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 788,015
Total Maximum Direct Costs	\$2,063,015

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,598,000	\$92,598,000
B. VERA/ VSIP Payout Cost	\$ 1,275,000	
C. Leave Payout Cost	\$ 788,015	
D. Post VERA/VSIP Annual Payroll Cost	\$83,265,000	\$83,265,000
E. Payroll for # New Hires	\$ 915,000	\$ 1,830,000
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 6,354,985	\$ 7,503,000
G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,896,200	\$ 3,896,200
H. Post VERA/VSIP Annual WCF Cost	\$ 3,503,500	\$ 3,503,500
I. WCF for # New Hires	\$ 38,500	\$ 77,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 354,200	\$ 315,700
Projected Savings with VERA/VSIP (F + J)	\$ 6,709,185	\$ 7,818,700

- A. Fully loaded average payroll cost for targeted positions (\$183,000 x 506).
- B. \$25,000 x 51.
- C. Average hourly for GS-14/7 x 240 hours x 51 staff.
- D. Fully loaded average payroll cost for targeted positions minus 51 (\$183,000 x 455).
- E. Assumes hiring of 10 new staff at yearly salary of \$183,000 per employee; 6 months of FY 2018/full year 2019.
- F. See calculation formula.
- G. Average WCF cost per employee in targeted positions (\$7,700 x 506)
- H. Average WCF cost for targeted positions minus 51 (\$7,700 x 455).
- I. Assumes hiring of 10 new staff at yearly WCF cost of \$7,700 per employee; 6 months of FY 2018/full year of FY 2019.
- J. See calculation formula.
- K. See calculation formula.

VIII. Office of Environmental Information

Business Case

OEI will offer VSIP and VERA opportunities to non-supervisory GS-15, GS-14, and GS-13 staff. Our workforce analysis shows a significant proportion of OEI's workforce (132 positions or 43%) is classified in nonsupervisory high-graded GS-14 and GS-15 positions. An additional 138 positions, or 45%, are GS-13; and only 11% are graded at or below the GS-12 level. OEI needs to have a balanced grade structure that is sustainable. Junior and mid-level staff are needed to support our IT and IM experts at the GS-14 and GS-15 levels. With the current distribution, a disproportionate number of OEI's staff is highly-graded experts, which does not allow for a career ladder growth path. Through restructuring, OEI aims to attract appropriately-skilled junior-level staff experienced in modern technology projects and programs. OEI is both an information technology and information management organization; a better distribution of these modern skills is needed to support the agency's mission.

After reducing the number of non-supervisory higher-graded positions (GS-13 and above), OEI will consolidate the higher graded work in remaining positions. Temporary work assignments may be required for high priority projects while the hiring plan is implemented. Some non-critical projects may be delayed during the transition period. Once our non-supervisory, high-graded workforce has been restructured, we will look for opportunities to centralize work where it can be or otherwise align the positions to the appropriate organizations. This will protect against duplication of effort, streamline reporting relationships, and improve accountability.

OEI averages less than 10 retirements per year, although OEI currently has 74 positions that are fully eligible for immediate retirement. Given our low attrition rate and the fact that many of our retirement-eligible employees have continued to work years beyond retirement eligibility, we request authority to offer VERA with VSIP to supplement our number to reach our goal of 30 voluntary separations. Offering VERA with VSIP is more appealing than VERA alone and will likely help us achieve the voluntary separations needed to restructure the grade levels and work of our workforce

VSIP-Specific Information

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations. We plan to offer VSIP/VERA to non-supervisory employees at the GS-13 through GS-15 levels in the specified organizations. GS-2210 IT Specialist Security/INFOSEC are not included in this proposal.

With an organizational FTE ceiling of 421 positions and a vacancy rate of 78 positions, it will be critical for OEI to develop a replacement hiring plan. The goal of the plan will be to lower our grade structure and recruit new skills needed to advance current and future information management and technology requirements for the agency given fewer resources.

We will offer 30 VSIPs, each up to the maximum of \$25,000 for a total amount of \$750,000. The following table illustrates the maximum allocation of VERA/VSIPs by OEI Office and/or Division. Review OEI's Targeted Positions Template for detailed information.

Allocation of VERA/VSIPs by Office		*Allocation of VERA/VSIP by Division (OITO and OEIP)		
ODSTA	4	OEIP	IO	1
OCAPPM	3	OEIP	EQMD	1
OBOS	2	OEIP	ERMD	2

OIM	8	OEIP	FLAD	1
OISP	3	OEIP Total		5
OEIP*	5	OITO	IO	1
OITO*	5	OITO	SBMD	4
TOTAL	30	OITO Total		5

VERA-Specific Information

As of April 17, 2017, OEI employs 343 permanent employees. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures to better meet mission needs. To gain additional cost efficiencies and improve OEI's ability to hire and retain highly qualified staff, especially in technical fields, OEI will also consider redistributing some of the restructured positions to RTP, North Carolina, where we currently have staff present. If we deem it necessary to most effectively support EPA's mission, OEI may involuntarily reassign up to 10 employees as a result of this proposal.

A total number of 79 OEI employees are eligible for early retirement. The estimate of the total number of employees in OEI who are expected to take early retirement is eight, or 10% of the total eligible. We expect to complete the following types of personnel actions as a result of OEI's need for VERA: management directed reassignments, details, voluntary separations, permanent internal and external recruitments, temporary/term internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
<i>Max. Buyout Amount:</i> 30 Targeted Positions for VSIP × \$25,000	\$ 750,000
<i>Annual Leave Pay Out:</i> Hourly rate based on the average grade and step (14/5) of the targeted pool \$60.83 × 240 Hours × 30 Targeted Positions	\$ 437,976
Total Maximum Direct Costs	\$ 1,187,976

Table B – Estimated Savings or FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost (Appropriated and WCF; assuming 2% increase each year)	\$58,118,909.46	\$59,281,287.65
B. VERA/ VSIP Payout Cost	\$750,000	
C. Leave Payout Cost	\$437,976	
D. Post VERA/VSIP Annual Payroll Cost	\$54,310,169	\$55,472,548
E. Payroll for 30 New Hires	\$573,179.00	\$650,296.00
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$2,047,585.00	\$3,158,444.00
G. Pre-VERA/VSIP Annual WCF Cost	\$2,886,314.64	\$2,886,314.64
H. Post VERA/VSIP Annual WCF Cost (30 departures)	\$2,612,246.70	\$2,612,246.70
I. WCF for 30 New Hires	\$274,067.94	\$274,067.94
J. WCF Savings for 30 VERA/VSIP Targeted Positions (J = G – H – I)	\$0	\$0
Projected Savings with VERA/VSIP (F + J)	\$2,047,585.00	\$3,158,444.00

IX. Office of General Counsel

Business Case

The Office of General Counsel provides legal services to all the agency's organizational elements with respect to all programs and activities. Specifically, OGC provides legal opinions, legal counsel, litigation support, and assists in the formulation and administration of the agency's policies and programs as legal advisors. OGC's workforce is primarily comprised of attorney advisers. OGC often has a shortfall in its non-pay budget lines. Because the agency is considering VERA and VSIP, OGC has taken steps to ensure it only has essential personnel at the right grade level so as to ensure it has as much non-pay funding available as possible. In reviewing OGC's ongoing work and the agency's needs, OGC decided to restructure or reduce one (1) highly graded non-supervisory position and one (1) non-supervisory position in its Immediate Office. Below is the VERA and VSIP business case justification:

POSITION	FUNCTION	ORGANIZATION	LOCATION	OCCUPATIONAL CATEGORY	GRADE LEVEL
Senior Counsel for International Affairs	Oversees special projects of significant concern to the agency.	OGC Immediate Office	WA, DC	Management	SL-0905-00
Executive Assistant	Executes day-to-day responsibilities & assignments that are routine and/or may be of a sensitive nature.	OGC Immediate Office	WA, DC	Administrative	GS-0301/12

The senior counsel SL-0905 position targeted under the VERA/VSIP authorities was a new position OGC created soon after a significant environmental incident. The position's original duty station was in Denver, CO, that was changed in late 2016 to Washington, DC. The position responsibilities included special projects such as supporting the agency mission-driven environmental and human health efforts related to the Region 8 Gold King Mine. Given the reduced impacts surrounding the Gold King Mine efforts at this time, this position is no longer high priority or critical to the agency mission. OGC made the decision to eliminate this position. This position is retirement eligible. OGC will offer only the VSIP authority.

OGC's Immediate Office currently employs two executive assistant GS-0301/12 positions of which one position is considered in excess at the GS-12 level. OGC will target two positions under the VERA/VSIP authorities but will offer only one position. In reviewing its administrative support needs in the OGC Immediate Office, OGC determined that the work may be restructured at the GS-11 level. OGC will offer both the VERA and VSIP authority for the one position.

VSIP- and VERA-Specific Information

The one targeted SL-0905 position is retirement eligible. OGC will offer only the VSIP authority.

- Total 0905 General Attorney = 173 // Retirement Eligible = 25 // VERA eligible = 37 // VSIP eligible = 136

OGC is targeting two positions at the GS-0301/12 but only offering one position based on the first to apply. The one position will be eligible for both VERA and VSIP authority. The targeted GS-12 position will be restructured at the GS-11 level.

- Total 301 Miscellaneous Administration and Program = 13 // Retirement Eligible = 4 // VERA eligible = 3 // VSIP eligible = 13

Budget Information

Table A – Direct Costs for VERA/VSIP		
2 Targeted Positions for VSIP x \$25,000	\$ 50,000	
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 40,685	
Total Maximum Direct Costs	\$ 90,685	
Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$359,379	\$363,189
B. VERA/ VSIP Payout Cost	\$ 50,000	\$ 50,000
C. Leave Payout Cost	\$ 40,685	\$ 41,116
D. Post VERA/VSIP Annual Payroll Cost	\$0	\$0
E. Payroll for # New Hires	\$85,363	\$85,363
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$183,331	\$185,805
G. Pre-VERA/VSIP Annual WCF Cost	\$17,788	\$17,979
H. Post VERA/VSIP Annual WCF Cost	\$0	\$0
I. WCF for # New Hires	\$8,894	\$8,989
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$8,894	\$8,989
Projected Savings with VERA/VSIP (F + J)	\$192,226	\$194,794

Assumptions:

1. Annual Payroll cost for GS-12/6 (\$93,008) and SL position \$187,000 includes an estimated benefits rate of 27% and a 1.6% inflationary adjustment for FY18 and FY19
2. Leave Payout includes annual leave hrs of 1.3 @ \$44.72 and 447.15 hrs @ 89.90 plus a 1.6% inflationary adjustment for FY18 and FY19
3. New Hire GS-11/1 (\$66,510) plus a 1.6% inflationary adjustment
4. WCF estimated cost of \$8,800 per person plus a 1.7% inflationary adjustment for FY18 and FY19

X. Office of International and Tribal Affairs

Business Case

The Office of International and Tribal Affairs proposes offering VERA and VSIP to GS-13 through GS-15 non-supervisory staff and to a small number of staff in administrative positions to facilitate the consolidation of programs and functions across the organization.

OITA currently has 74 non-temporary employees, the majority of whom are at the GS-13 to GS-15 grade levels. We propose to offer VERA/VSIP buyouts primarily to eligible employees at these grade levels, and will restructure the positions vacated by departing employees. The maximum number of positions eligible will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts.

OITA seeks to align the work of its international and tribal programs with administration priorities. Because of the administration's focus on fewer high-priority initiatives for international and tribal programs, OITA will need fewer higher-graded employees to serve as program leads. (The reduction in the number of key program areas is more significant in the international programs than in the tribal programs, and OITA is targeting fewer positions in its American Indian Environmental Office, accordingly).

Although OITA offered VERA/VSIP in 2014, the Office still has GS-13 through GS-15 level employees performing some functions that could be performed by staff at lower grades. As part of the office's efforts to realign its work and consolidate functions, less complex work will be restructured into lower-graded positions, which will facilitate consolidating more complex duties (e.g., policy development, multilateral negotiations, etc.) among the higher-graded staff who remain following the VERA/VSIP process. EPA offers in-house training (e.g., COR certification, IA Project Officer certification, etc.) that can help prepare lower-graded staff to assume some of the less complex duties currently being performed by higher-graded employees.

A reduction in the number of programs and the number of staff should also allow OITA to further consolidate some administrative functions, with slightly fewer staff providing administrative support to the office's programs. (OITA's 2014 VERA/VSIP process saw the departure of a number of key administrative support staff. Although some further consolidation is possible, there are currently fewer opportunities to reduce administrative functions than to collapse program management functions). OITA's current structure is already "flat." The office anticipates no reorganization as a result of VERA/VSIP. Realignment within each of OITA's constituent organizations are more likely, with teams being combined or staff assignments being consolidated.

Tentative areas of workforce reshaping and restructuring include:

- A reduction in the number of formal teams. Staff in OITA's program components are currently divided into a total of nine teams, each of which is headed by a GS-15 Senior Advisor. Combining existing teams will allow us to reduce the need for a number of higher-graded staff.
- A reduction in the number of GS-15s other than Senior Advisors. OITA's international programs currently have three non-supervisory GS-15s serving in positions other than team leaders. Several of these GS-15s support programs that OITA plans to significantly reduce in order to align the office's international priorities with the focus areas identified by the new administration. As the GS-15s who support these programs depart, OITA will restructure the positions to reduce their full promotion potential and to restructure the positions to support new priority programs.
- Realignment of resources across OITA will increase efficiencies in managing assistance

agreements and contracts, which should reduce the number of staff needed to administer these vehicles. Some work currently supported by employees at the GS-13, 14, and 15 grade levels – in both the international and tribal programs -- can be reassigned to staff at lower grades.

OITA will target a total of six positions in accordance with the targeted position spreadsheet.

VSIP

VSIP will be offered for each of the six targeted positions, with a maximum of five offers being accepted. If OITA receives and accepts the maximum number of requests, \$125,000 will be required for buy-outs.

A number of staff who occupy the targeted positions are already retirement eligible. VSIP will serve as an incentive for these employees to retire from federal service.

VERA

Nineteen employees in OITA are VERA eligible. The estimate of the total number of employees in the office who are expected to take early retirement is two.

The administration's focus on a smaller number of key international and tribal programs will result in the need for fewer higher-graded employees as program leads. Reductions in major initiatives may necessitate the transfer of up to ten OITA employees to other parts of the agency. OITA may also need to make significant changes to portfolio assignments for up to twenty other employees as a result of rapidly changing focus areas for our programs. OITA seeks VERA authority as one option for alleviating the need to transfer employees.

Budget Information

		Table A - Direct Costs for VERA / VSIP	2017	2018	2019				
5		<-- Targeted Positions for VSIP Buyout x \$25,000	\$125,000	\$0	\$0				
Annual Leave Payout for Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x (240 + 150 AL hours) x Targeted Postions (@ G14/Step 5)}			\$106,459	\$0	\$0				
Total Maximum Direct Costs			\$231,459	\$0	\$0				
		Table B - Estimated Savings for FY 2018 through FY 2019	2017	2018	2019	Factors			
	A	Pre-VERA / VSIP Annual Payroll Costs (before VERA/VSIP): FY 2017 - 05/15/17 on-board count; increased 3.25% each year for increased costs (1.9% COLA, promotions, etc)	\$12,300,000	\$4,190,277	\$3,683,626	3%	103%		
	B	VERA / VSIP Payout Cost (\$25,000 x Targeted Positions)	\$125,000	\$0	\$0				
	C	Leave Payout Cost (presumes 240 ceiling hours at average salary plus 150 hours earned in 2017) @ G14/Step 5	\$106,459	\$0	\$0				
	D	Payroll Savings (Payroll @ G14/S5 Targeted VERA/VSIP participants @ end FY 2017)	\$0	(\$871,723)					
5	E	<-- Payroll for new hires @ G9/Step 1 for two-thirds in FY 2018		\$249,123	\$389,726	0.66 FTE mid-Feb - Sept, 2018)			
	F	Post VERA/VSIP Annual Payroll Cost (F = A + B + C + D + E)	\$12,531,459	\$3,567,676	\$4,073,351				
	G	Pre-VERA / VSIP Annual WCF Costs (before VERA/VSIP)	\$574,466	\$221,190	\$228,379				
	H	Working Capital Fund Savings (7.15K in FY17; projected increase of 2%/year)		(\$36,500)	(\$37,230)				
	I	Working Capital Fund Costs for New Hires for two-thirds in FY 2018		\$24,090	\$37,230				
	J	WCF Costs for VERA / VSIP (J = G + H + I)	\$574,466	\$208,780	\$228,379				
		Projected Savings with VERA / VSIP (F + J)	\$13,105,925	\$3,776,456	\$4,301,730				
#		Total VERA/VSIP Target	FTE	80.3	30.3 FY19 Payroll increase --->	3.25%			
33%		Grade / Step = GS 14 / 5 Salary	Full Year	\$126,960	\$131,086	\$132,397	hr/year		
350		Grade / Step = GS 14 / 5 Benefits		\$41,897	\$43,258	\$43,691	2087	\$60.83	per hour r
		WCF Costs in 2017 is \$7,154		\$7,154	\$7,300	\$7,446			
#		Total New Hires Target							
		Grade / Step = GS 9 / 1 plus 33% benefits		\$54,974	\$56,761	\$58,605			
		Grade / Step = GS 14 / 5 Benefits		\$18,141	\$18,731	\$19,340			

XI. Office of Land and Emergency Management

The Office of Land and Emergency Management is requesting approval authority for the use of VERA and VSIP.

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix through efficiencies and technology;
- Streamline OLEM's national workforce by reducing and reshaping the current top-heavy GS-13/14/15 grade structure to create opportunities for recruiting at lower grade levels for alignment with the agency's highest priorities;
- Restructure existing staff layers to improve organizational productivity while reducing the

- staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a number of vacancies at lower grades (GS-7/9/11) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization.

OLEM currently employs 494 permanent employees. Of these, 112 are eligible for voluntary retirement, 134 are eligible for early retirement, and 451 are eligible for voluntary separation payments. OLEM plans to target 219 positions with a maximum of 94 offers. Both the VERA and VSIP opportunities will be offered to staff in targeted series in OLEM. The estimated number of employees expected to take early retirement is 24 employees (25%). Because OLEM will be restructuring and not eliminating positions, we expect to rehire approximately 94 positions.

OLEM manages the agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields redevelopment, and accidental releases from oil and chemical facilities.

Under the Resource Conservation and Recovery Act, the Office of Resource Conservation and Recovery is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA regional offices and state programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

(1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs.

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving, effective oversight can be achieved with fewer personnel resources.

(2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and on economic redevelopment possibilities, while suspending work on sites or portions of sites that are

low risk and have low potential for redevelopment. This will result in a streamlined organization. Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions.

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. Community Involvement Coordinators (CIC) work with community members throughout the cleanup process. On-Scene Coordinators and Remedial Project Managers also have significant roles along with input from hydrogeologists, toxicologists and ecological risk assessors and grants/project officers that administer cooperative agreements to states for their participation in the process.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to implement all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This will require careful allocation of resources to the completion of the other phases of the process, such as Record of Decision, and Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP			
Total VSIP Amount	Max # of V/V Offers	Annual Leave Payout	Total
<i>A</i>	<i>B</i>	<i>C</i>	<i>A x B</i>
\$25,000	94		\$2,350,000
Hourly rate based on the average grade and step of the targeted pool			<i>AxBxC</i>
\$65.43	94	240	\$1,476,101
Total Maximum Direct Costs			\$3,826,101

Table B – Estimated Savings for FY 2018 through FY 2019			
	FY-17 OP Plan	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 82,364,000.00	\$63,776.00	\$62,725.00
B. VERA/ VSIP Payout Cost	\$ 2,350,000.00		
C. Leave Payout Cost	\$ 1,476,101.00		
D. Post VERA/VSIP Annual Payroll Cost	\$ 86,190,101.00		
***E. Payroll for # New Hires	\$ 5,167,368.00		

F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 81,022,733.00	
**G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,458,000.00	
**H. Post VERA/VSIP Annual WCF Cost	\$ 2,800,000.00	
**I. WCF for # New Hires	\$ 658,000.00	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ -	
Projected Savings with VERA/VSIP (F + J)	\$ 81,022,733.00	

Notes:

* Payroll saving calculations for direct costs and estimated savings are based on GS-13, Step 5 in Washington, D.C. annual salary as of January 2017 is \$107,435 or \$51.48 per hour, with an additional 27.10% and 1% increase to hourly figures to account for benefits, hourly amount which equals to \$65.43 or \$136,549.88 annually.

**Working Capital Fund costs are based on an annual rate of \$7,000 per position per year for computer, telephone, and internet access. Cost for 94 positions for one year is (\$7,000 x 94 = \$658,000).

***Payroll calculations for 94 new hires are based on entry level (GS-9, Step 1, \$54,972.00 includes 27.10% and 1% GS

XII. Office of Research and Development

The Office of Research and Development plans to reshape its workforce to place a greater focus on the science supporting the Administrator's priorities of (1) supporting core drinking water/clean water infrastructure projects; (2) implementing TSCA reform; (3) bringing about measurable changes in communities with Superfund sites; and (4) attaining the air quality standards. Our plan is to accomplish this through the restructuring of our workforce by consolidating our Las Vegas workforce to other ORD locations, bringing our supervisor-to-staff ratio in line with agency standards, and reducing the number of highly graded, non-supervisory staff position.

Without the eliminated/restructured positions, ORD will have the increased opportunity to maintain its core post-doctoral program that provides technical expertise in cutting-edge scientific areas supporting the agency's priorities, as well as to create vacancies to recruit staff at the entry level with the skill sets needed to support our core functions. Additionally, reducing the number of employees at our LV facility will allow us to reduce the footprint in leased space, eventually allowing us to reallocate those funds to other high priority initiatives.

ORD plans to use the VERA, in conjunction with the VSIP, as an incentive to implement these restructuring strategies. ORD historically has a low attrition rate, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. Together, these two authorities provide the most favorable opportunity for the organization to meet its goals while offering an attractive incentive for eligible employees to elect to leave the organization.

VSIP will be offered to a maximum of 183 employees with an estimated 55 (or 30%) accepting the offer. These offers will be made to retirement or early out (VERA) eligible employees located in LV, Nevada; eligible employees who are non-supervisors at the GS-14 and above grade level (to include SES, ST, SL); and eligible supervisors with <5 employees. ORD's labs, centers, and offices are all unique in how they support the priorities of the agency. Each will handle restructuring under the three scenarios slightly different based on their current staffing needs, mainly through a variance in the maximum offers by geographic location, series, and grade. Our attached template takes those considerations into account and includes numbers based on the LCO specific requests. ORD will not have any changes to its organizational chart as a result of these offers.

ORD currently has 1564 non-temporary employees. Of those, 322 employees are eligible for early retirement. VERA will be offered to 66 of the non-temporary employees in ORD. The estimate of the total number of employees in ORD who are expected to take early retirement is 13 (20%). ORD does not anticipate any involuntary separations, downgrades or transfers as a result of this restructuring. It is anticipated that it will be necessary to implement a limited number of details and reassignments as a result of the VERA in order to continue our restructuring/reshaping process. We anticipate some reassignments specifically associated with our goal to increase the supervisor/staff ratio in ORD. VERA will help us move toward that goal. Additionally, a reduction in the number of high graded non-supervisors as a result of this VERA will allow ORD to bring in new, lower graded employees with skills to take on work to support the agency's core functions, as well as continue our focus on our post doc program. Please see the targeted position spreadsheet for detailed information for each job series.

Budget Information

Table A – Maximum Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	183 x \$25,000 = \$ 4,575,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 3,030,480
Total Maximum Direct Costs	\$ 7,647,040

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$270,216,263	\$262,109,775
B. VERA/ VSIP Payout Cost	\$1,375,000	\$0
C. Leave Payout Cost	\$910,800	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$261,204,513	\$252,935,814
E. Payroll for # New Hires	\$1,480,752	\$3,014,811
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$5,245,198	\$6,159,150
G. Pre-VERA/VSIP Annual WCF Cost	\$10,772,042	\$10,987,482
H. Post VERA/VSIP Annual WCF Cost	\$10,414,405	\$10,622,692
I. WCF for # New Hires	\$203,028	\$182,784
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$154,610	\$182,006
Projected Savings with VERA/VSIP (F + J)	\$5,399,808	\$6,341,157

Budget assumptions:

Table A:

Targeted x 25,000: Assumes max (cap) of 183 (because calculation is for maximum costs) accept \$25K each for a total of \$4.575M

Annual Leave Pay Out: The average hourly rate across the entire targeted pool is about \$69 x 183 max (cap) x 240 hours for a total of \$3,030,480

Table B:

A: Amounts of PC&B for all of ORD, 3% historical attrition applied to 2018 number, COLA is 1.8% for 2018 and assumed to be the same for 2019.

B: Assumes that of 183 max (cap), 55 of the cap will accept (30% targeted). $55 \times 25000 = \$1.375\text{M}$ for FY18 (we assume that all VERA/Retirements must occur by 9/30/17), and we currently assume that no additional VERA/VSIP is planned for FY18 or FY19 though we would like to be able to pursue that option if necessary and possible.

C: Assumes that (from line B) with 55 accepting, with 240 hours leave at an average hourly rate of \$69, this is $\$69 \times 55 \text{ accepting} \times 240 \text{ hours}$ for a total of \$910,800

D: Amounts of PC&B estimated for 55 accepting and leaving with \$145,000 average salary of targeted and 13% benefits % of PC&B estimate, so (Line A) - $(55 \times \$145,000 \times 113\%) = \$261,204,513$ for FY18 and the same amount times 101.8% for COLA for FY19 or (Line A) - $(55 \times \$145,000 \times 113\% \times 101.8\%) = \$252,935,814$

E: We assume that of 55 departing, 28 new hires would be made at lower pay grades. Assume the average hourly rate of \$45/hour, and with 13% benefits, and assume that the average new hire works half the year, $(28 \times \$45 \times 2080 \times 113\% \times 50\%) = \$1,480,752$ for FY18, and the same amount times 101.8% for COLA for FY19 and assuming those same new hires work the whole year, $(28 \times \$45 \times 2080 \times 113\% \times 101.8\%) = \$3,014,811$

G: By taking the \$6275 average WCF cost/year for 2017 for all ORD FTE and multiplying it by 1683 FTE and by 102% for the FY18 increase it is: $1683 \times 102\% \times \$6275 = \$10,772,042$ and then $\$10,772,042 \times 102\% = \$10,987,482$ for FY19

H: \$6375 is the average WCF cost/year for 2017 of the targeted employees. Assuming 55 accept and depart, and 2% is the annual increase in cost, (Line G) - $(\$6375 \times 102\% \times 55) = \$10,414,405$ for FY18 and (Line G) - $(\$6375 \times 102\% \times 102\% \times 55) = \$10,622,692$ for FY19.

I: \$6275 is the average WCF cost/year for 2017 of the targeted employees. 2% is the annual increase in cost. So $\$6275 \times 102\% = \6400 . Additional one-time background check costs are \$4051/employee. If 50 new hires are made throughout FY18, and on average they work for half the fiscal year, that cost would be $(\$6400 \times 50\% \times 28) + (\$4051 \times 28) = \$203,028$ for FY18 and presumably they'd work all of FY19, so it would be $(\$6400 \times 102\% \times 28) = \$182,784$

XIII. Office of Water

The Office of Water (OW – Washington, DC and Cincinnati, OH) will use the VERA and VSIP authorities to:

- Reduce and rebalance our current grade structure by reducing GS-13s and GS-14s, non-supervisory GS-15s, and supervisory and non-supervisory SLs to adjust skill and grade levels.
- Restructure our programmatic and administrative positions to refresh skill sets to address modern and ever-changing technologies, enhance collaboration and coordination, and deal with increasingly complex technical and scientific challenges.
- Reshape current workforce to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities in current and potentially different series to create a higher-performing organization.
- Assess on an ongoing basis our position management structure and make future changes based on staff attrition and changing technology.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

The office will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. This will allow us to recruit at the entry-level for positions working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. Other positions, to the extent feasible and practical, will be restructured through the transfer and retraining of staff with outdated skill sets or staff that are currently focused on work activities that will not be emphasized in the future.

How VSIP will be used in conjunction with VERA

OW will use the VERA authority to increase the number of positions in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are 85 targeted positions that are eligible for voluntary (optional) retirement and eligible to accept a VSIP offer without VERA approval. The number of VERA employees eligible for a VSIP is 67 so by adding VERA, the number of targeted positions who are eligible to accept a VSIP offer increases to 152 and improves the probability of reaching the OW goal to realign resources. Additionally, by adding employees who are eligible for VSIP only (239) and not eligible for voluntary or early retirement, it increases our number of positions in targeted job series to 391. OW will make VERA and VSIP offers simultaneously to all employees in targeted positions during the same offer period. A total of 30 VSIP offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of OW reaching the goals of restructuring and reshaping the workforce. OW will approve up to 30 VSIPs, each up to the maximum of \$25,000 or the amount of severance pay to which an employee is entitled (whichever is less).

VERA-Specific Information

Number of non-temporary employees in OW undergoing change	391
Number of non-temporary employees in OW who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation	5
Number of employees in OW who are eligible for early retirement (excluding employees eligible for optional retirement)	67
The estimate of the total number of employees in OW who are expected to take early retirement is:	5

The actions listed below provide a description of the types of personnel actions anticipated as a result of OW's need for voluntary early retirement authority:

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish or Reclassify Positions
- Voluntary Retirements
- Internal and External Recruitments

Budget Information

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
(1) Annual Leave Pay Out for 1 SL targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$20,342
(2) Annual Leave Pay Out for 11 GS-15 step 7 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$181,850
(3) Annual Leave Pay Out for 9 GS-14 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$135,261
(4) Annual Leave Pay Out for 9 GS-13 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$114,462
Total Maximum Direct Costs	\$1,221,513

- 1) Hourly salary of an SL employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$84.76 \times 240 = \$20,342 \times 1 = \$20,342$$

- 2) Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$75.77 \times 240 = \$18,185 \times 11 = \$200,035$$

- 3) Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$62.62 \times 240 = \$15,029 \times 9 = \$135,261$$

- 4) Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$52.99 \times 240 = \$12,718 \times 9 = \$114,462$$

- 5) $\$750,000 + \$20,342 + \$200,035 + \$135,261 + \$114,462 = \$1,220,100$

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$97,868,232	\$97,916,549
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	\$92,302,143	\$92,302,143
E. Payroll for # New Hires	\$951,710	\$1,525,163
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$4,609,281	\$4,079,045

G. Pre-VERA/VSIP Annual WCF Cost	\$4,221,000	\$4,221,000
H. Post VERA/VSIP Annual WCF Cost	\$4,011,000	\$4,011,000
I. WCF for # New Hires	\$78,750	\$105,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$131,250	\$105,000
Projected Savings with VERA/VSIP (F + J)	\$4,740,531	\$4,184,045

A (FY18). Pre-VERA/VSIP Payroll costs are calculated based on OW's workforce salary as of May 1, 2017 plus step increases for one-third of the V-V departures, with an additional 35% increase added to account for benefits. See attachment 4 for further details.

$$(\$72,459,197 + \$35,790) + 35\% = \$97,868,232$$

A (FY19). Pre-VERA/VSIP payroll costs are calculated based on OW's 2018 payroll estimate, plus step increases for one-third of the V-V departures. See attachment 4 for further details.

$$(\$72,494,987 + \$35,790) + 35\% = \$97,916,549$$

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Salary calculations are based on the annual salary of the employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered. See attachment 4 for further details.

$$\text{SL} \quad \$176,303 \times 1 = \$176,303$$

$$\text{GS 15/7} \quad \$158,123 \times 11 = \$1,739,353$$

$$\text{GS 14/6} \quad \$130,692 \times 9 = \$1,176,228$$

$$\text{GS 13/6} \quad \$110,595 \times 9 = \$995,355$$

$$\text{Total FY18 payroll costs for targeted VERA/VSIP positions} = \$4,087,239 + \$32,013 \text{ in step increases} = \$4,119,252 + 35\% = \$5,560,990$$

$$\text{Total FY19 payroll costs for targeted VERA/VSIP positions} = \$4,119,252 + \$32,013 \text{ in step increases} = \$4,151,265 + 35\% = \$5,604,208$$

D (FY18). Pre-VERA/VSIP payroll costs minus total payroll costs for targeted VERA/VSIP positions. See attachment 4 for further details.

$$\$72,491,210 - \$4,119,252 = \$68,371,958 + 35\% = \$92,302,143$$

D (FY19). Pre-VERA/VSIP 2018 payroll costs minus total payroll costs for targeted VERA/VSIP positions.

$$\$72,523,223 - \$4,151,265 = \$68,371,958 + 35\% = 92,302,143$$

E (FY18) Nine-month period assumes an entry-on-duty date January 1, 2018. Salary calculations are based on three quarters of the annual salary for the described grades as of January 2017 for an employee in Washington, D.C. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment for 4 for further details.

$$\text{GS 9/1} \quad \$54,972 \times 5 = \$274,860 \times .75 = \$206,145$$

$$\text{GS 11/1} \quad \$66,510 \times 10 = \$665,100 \times .75 = \$498,825$$

$$\text{Total} \quad \$206,145 + \$498,825 = \$704,970 + 35\% = \$951,710$$

E (FY19) Assumes new hires will be onboard for the entire fiscal year. Salary calculations are based on the

annual salary for the described grades as of January 2017 for an employee in Washington, D.C., plus grade increases for the FY18 new hires. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment 4 for further details.

GS 9/1	$\$274,860 + \$57,690 = \$332,550$
GS 11/1	$\$665,100 + \$132,100 = \$797,200$
Total	$\$332,550 + \$797,200 = \$1,129,750 + 35\% = \$1,525,163$

F (FY18) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,863,134 - \$0 - \$0 - \$92,302,143 - \$951,710 = \$4,609,281$$

F (FY19) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,906,351 - 0 - 0 - \$92,302,143 - \$1,525,163 = \$4,079,045$$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$$\$7,000 \times 603 \text{ on-boards} = \$4,221,000$$

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\begin{aligned} \$7,000 \times 30 &= \$210,000 \\ \$4,221,000 - \$210,000 &= \$4,011,000 \end{aligned}$$

I (FY18). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access. Cost for 9 months is \$5,250.

$$\$5,250 \times 15 = \$78,750$$

I (FY19). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted new hires.

$$\$7,000 \times 15 = \$105,000$$

J (FY18) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$78,750 = \$131,250$$

J (FY19) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$105,000 = \$105,000$$

FY18 Projected Savings with VERA/VSIP

$$\$4,609,281 + \$131,250 = \$4,740,531$$

FY19 Projected Savings with VERA/VSIP

$$\$4,079,045 + \$105,000 = \$4,184,045$$

XIV. Region 1

Business Case

Region 1 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts/goals in three areas: consolidate/reduce administrative support; reduce/restructure highly graded positions; and restructure positions to focus on technical and programmatic priorities and core business functions.

Region 1 employs 567 non-term employees. Currently, 137 (24%) of our workforce is eligible for a Regular Retirement, and 201 (36%) of our workforce is eligible for an Early Retirement. While we have made good progress in shaping a workforce to meet our mission's objectives, the region's continued low attrition ranging from 3% to 4% per year has slowed our efforts to restructure the workforce and achieve efficiencies. Using a strategic but narrow approach to identifying eligible positions in each Division, we believe that VERA/VSIP can accelerate our workforce restructuring goals. Region 1 senior leaders have determined that offering VSIP in conjunction with VERA will increase our ability to meet these goals.

Region 1 will offer a total of 36 VERA/VSIP opportunities to 112 positions which are eligible for either a Regular Retirement or an Early Retirement. Region 1 will not be offering VSIP to employees not currently eligible for Regular Retirement or an Early Retirement, as management has determined, with our narrow approach, the skill sets and positions established are needed to support mission objectives. The estimate of total number of employees in the region to take an early retirement is seven.

Administrative and Support Functions: As the region adopts new technologies, employs Lean principles to our operations, and centralizes certain functions, our administrative and support needs continue to change. In the case of the VERA/VSIP opportunities offered to administrative and support functions, the remaining work will be pooled or absorbed with existing positions, or restructured into lower graded, part-time positions.

Region 1 will offer a maximum of 5 VERA/VSIP opportunities to 9 individuals/positions in the Boston, Massachusetts location.

Reduce and/or Restructure Highly Graded Positions: Region 1 plans to reduce the number of high graded technical experts and senior policy advisors to better reflect the current priority work. For emerging priority needs, the region will work with our SSC to restructure technical expert positions and senior policy advisors consistent with classification standards used across the agency. In instances where the position is eliminated, remaining work will be redistributed to grade appropriate positions, or the position may be reclassified at a lower grade level and considered for reassignment. To support a greater balance of grade levels across the region we may consider entry-level hiring for positions needing new skill sets or expertise not readily available within the region.

Region 1 will offer a maximum of 12 VERA/VSIP opportunities to 27 individuals/positions: 3 VERA/VSIP opportunities to employees in Chelmsford, MA; and 9 VERA/VSIP opportunities to employees in Boston, Massachusetts location.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades

and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP	
36 of Targeted Positions for VSIP x \$25,000	\$ 900,000
Annual Leave Pay Out for 36 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 665,219
Total Maximum Direct Costs	\$ 1,565,219

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	93,872,740 *	96,233,640
B. VERA/ VSIP Payout Cost	900,000	
C. Leave Payout Cost	665,219**	
D. Post VERA/VSIP Annual Payroll Cost	88,301,517***	90,662,416
E. Payroll for # New Hires	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	4,006,004	5,571,223
G. Pre-VERA/VSIP Annual WCF Cost	2,774,000	
H. Post VERA/VSIP Annual WCF Cost	2,630,000	
I. WCF for # New Hires	0	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	144,000****	
Projected Savings with VERA/VSIP (F + J)	4,150,004	5,571,223

XV. Region 2

Business Case

Region 2 proposes to extend a maximum of 30 VERA/VSIP offers, up to 27 to employees with a New York, NY duty station and up to three to employees with an Edison, NJ duty station. These fall into three of the six major themes identified by the agency.

- Consolidate and streamline functions/activities/reduce number of programs. Consolidate or Reduce Administrative or Support Functions. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Absent a VERA/VSIP, we would anticipate no involuntary actions of an adverse nature; some employees would need to be reassigned. We do not anticipate undertaking a reorganization following the implementation of this VERA/VSIP proposal. Therefore, we are providing a single set of organization charts. The theme-based paragraphs above convey a sense of how the region would operate with certain positions eliminated and others filled at lower grades, different series, or with a different set of programmatic responsibilities. We anticipate that personnel actions as a result of VERA/VSIP implementation would include a modest number of reassignments, details, and merit promotions. We may also proceed with external hires at the entry level based on feasibility and degree

of need.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 750,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions} *	\$ 506,928
Total Maximum Direct Costs	\$ 1,256,928

Table B – Estimated Savings for FY 2018 through FY 2019		
	<i>FY 2018 Estimate</i>	<i>FY 2019 Estimate</i>
A. Pre-VERA/VSIP Annual Payroll Cost*	\$ 122,506,481	\$ 125,262,877
B. VERA/ VSIP Payout Cost	\$ 750,000	\$ -
C. Leave Payout Cost	\$ 506,928	\$ -
D. Post VERA/VSIP Annual Payroll Cost	\$ 118,030,977	\$ 120,675,485
E. Payroll for # New Hires **	\$ 577,588.44	\$ 1,155,177
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 2,640,988	\$ 3,432,215
G. Pre-VERA/VSIP Annual WCF Cost ***	\$ 3,887,000	\$ 3,887,000
H. Post VERA/VSIP Annual WCF Cost ***	\$ 3,767,000	\$ 3,767,000
I. WCF for # New Hires	\$ 60,000	\$ 60,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 60,000	\$ 60,000
Projected Savings with VERA/VSIP (F + J)	\$ 2,700,988	\$ 3,492,215

XVI. Region 3

Business Case

Region 3 is requesting VERA/VSIP authority to increase its flexibility in implementing efficiency measures by eliminating positions, restructuring positions and reassigning staff to priority programs. The region is currently at FTE ceiling. The current attrition rate of 3-4% annually, would not allow the region to pursue the efficiency measures without VERA/VSIP incentives. To achieve the reductions needed to implement the efficiency measures, VERA/VSIP will be offered to employees in most job series and grades within targeted levels. The region is not proposing to reorganize as a result of VERA/VSIP however it is anticipated that reassignments and limited merit promotion actions will be required as a result of the VERA/VSIP. Future reorganizations would be based on outcomes from new initiatives and policy directions and the response to VERA/VSIP. The region is proposing the following actions to increase efficiency and effectiveness of agency programs and regional operations:

1. Delayering.

On average, the supervisor to staff ratio in the region is 1:8. The ratios vary widely by Divisions and there are opportunities to reorganize functions in order eliminate supervisory positions and decrease supervisory layers. In addition, an increased focus on scientific positions has reduced the need for Supervisory Environmental Protection Specialists.

2. Consolidate or reduce administrative functions.

Improvements in technology and decreased dependence on paper has made many traditional administrative and clerical functions obsolete. By offering VERA/VSIP to all grades in the administrative and clerical series, these support functions can be consolidated.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

The region has over 85 non-supervisory GS-14/15 positions. Offering VERA/VSIP to all eligible staff in this population will help reduce the number of GS-14 and 15 employees. Remaining non-supervisory GS-14/15s can be reassigned to vacated supervisory positions where suitable.

Forty percent of the region is a GS-13. While there is a need to maintain higher graded staff to provide leadership and subject matter expertise to programs, the region is weighted heavily in higher grades. Through attrition gained by VERA/VSIP, the region will restructure functions and reassign work to the existing positions. The region has over 100 entry level interdisciplinary scientists at the GS-07/09 level who can be reassigned to new functions to backfill critical areas. These entry level staff will benefit from cross training early in their career and build the capability of the next generation of agency leaders. The region does not anticipate backfilling any of the positions with external candidates, though there may be opportunities for reassignments and merit promotion actions within the existing workforce.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. These functions are filled by staff in a range of positions, series and grades. By offering VERA/VSIP widely, staff remaining in these functions can be shifted to new program requirements.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 3,975,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the GS-13/6 x 240 x 159 of Targeted Positions}	\$ 2,175,120
Total Maximum Direct Costs	\$ 6,150,120

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$116,497,924	116,497,923
B. VERA/ VSIP Payout Cost*	\$ 3,975,000	\$0

C. Leave Payout Cost*	\$ 2,175,120	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$111,000,434	\$111,000,434
E. Payroll for # New Hires**	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions*** (F = A – B – C – D - E)	\$11,647,610	\$5,497,490
G. Pre-VERA/VSIP Annual WCF Cost	\$1,257,660	\$1,257,660
H. Post VERA/VSIP Annual WCF Cost	\$1,205,055	\$1,205,055
I. WCF for # New Hires	0	0
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$52,605	\$52,605
Projected Savings with VERA/VSIP (F + J)	\$11,700,215	\$5,550,095

Assumptions:

*No payroll will be expended in FY'18 to support Voluntary Incentive Payments or Leave payouts.

**No external vacancies will be created as a result of eliminating 35 positions through VERA/VSIP.

***Payroll savings estimate is based on the elimination of 35 positions at the GS-13/6 level in the Philadelphia locality with a 32% benefit rate (\$157, 014/employee).

XVII. Region 4

Business Case

As Region 4 continues to acquire the skills needed to perform current and emerging technical, analytical and programmatic work of the organization, we will need skill sets that are multidisciplinary, highly analytical, creative, and flexible. Building on our FY 2014 VERA/VSIP efforts in restructuring the workforce to create a higher-performing organization, we will utilize these authorities to continue to focus on optimizing our workforce in support of the agency's and region's mission critical priorities. The VERA and VSIP authorities will allow region 4 to continue to garner efficiencies and better serve customers. Region 4 will align grade levels and restructure the workforce to recruit new skills and competencies in support of evolving agency needs and mission critical core programs; and, meet technical, operational, financial, and programmatic challenges facing the organization. This will include providing training and assistance to our state counterparts and addressing critical infrastructure needs within the region, in addition to, increasing the number of employees trained and working in core program areas (i.e., biological sciences, environmental engineering, physical sciences, and project management) while reducing certain administrative/clerical series and other functions related to non-core program work.

Region 4 will reduce positions which are obsolete and/or do not provide optimum flexibility in staffing environmental programs, technical, mission support, information and operations positions. Readjusting priorities, we will have the opportunity to recruit skills to meet emerging technical and programmatic needs. In consolidating position functions into other technical positions, we will improve flexibility and increase efficiency of core mission functions. We will reshape the workforce where the demand for specific skills is no longer there, place expertise in needed areas; and, recruit at lower grades where gaps are identified.

Region 4 has been a leader in working with state and private partners to develop tools to increase the capacity of state and local governments to adopt and implement more efficient policies, practices and

incentives. In continuing cooperative federalism, we intend to take advantage of the efficiencies created by those tools, including technology, information and collaborative problem solving. Our partnership with states and tribes will allow us to focus efforts to realign resources, streamline and merge functions across the organization, reduce redundancies and subsequently strengthen our support of state and tribal functions.

Region 4 continues to evaluate opportunities for consolidation or realigning resources for compliance and enforcement activities. The region has identified opportunities to achieve near term workforce reductions to achieve a more efficient and focused enforcement and compliance program. Region 4 will capitalize on workforce reductions to create more efficiencies by aligning with the agency's strategic direction and support efforts to manage shortfalls in extramural funding experienced over the past few years. Priorities will be realigned with personnel focusing efforts on addressing high risk sites and on economic redevelopment possibilities. The region will continue to reallocate resources to achieve completion of site clean ups through fund lead or enforcement lead work. As a result, it is anticipated that the efforts will lead to program efficiencies and further streamline program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals.

As positions are vacated, Region 4 will review to determine appropriate restructuring. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties and grade level(s) appropriate for the scope of work performed. In some cases, the duties of a vacated position may be reassigned to another position.

The aforementioned efforts will facilitate strategic workforce planning to ensure mission critical positions are filled and hiring priorities are adjusted to correct any anticipated significant competency gaps within the organization.

Budget Information

Table A – Direct Costs for VERA/VSIP	
26 of Targeted Positions for VSIP x \$25,000	\$ 650,000
Annual Leave Pay Out for 26 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 320 x 26 Targeted Positions}	\$ 400,563
Total Maximum Direct Costs	\$1,050,563

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$129,607,885	\$133,359,037
B. VERA/ VSIP Payout Cost	\$650,000	
C. Leave Payout Cost	\$400,563	
D. Post VERA/VSIP Annual Payroll Cost	\$125,967,885	\$129,613,687
E. Payroll for 15 New Hires	\$884,820	\$1,813,881
F. Payroll Savings for 26 VERA/VSIP Targeted Positions (F =	\$1,704,617	\$1,931,469

A – B – C – D – E)		
G. Pre-VERA/VSIP Annual WCF Cost	\$4,059,000	\$4,059,000
H. Post VERA/VSIP Annual WCF Cost	\$3,942,000	\$3,942,000
I. WCF for 15 New Hires	\$33,750	\$67,500
J. WCF Savings for 26 VERA/VSIP Targeted Positions (J = G – H – I)	\$83,250	\$49,500
Projected Savings with VERA/VSIP (F + J)	\$1,787,867	\$1,980,969

XVIII. Region 5

Business Case

Both the VERA and VSIP opportunities will be offered to a maximum of 79 employees in targeted occupations, and grade levels located within EPA Region 5. Region 5 will target 182 positions and a maximum of 79 offers will be made. Decisions on who receives VERA and VSIP will be prioritized based upon the employee's permanent official position of record, occupational series, and grade level. Decisions about who receives VERA and VSIP will be prioritized based upon the employee's official Service Computation Date-LEAVE, with precedence given to those with the highest years of combined service at the EPA should two or more applicants within a VERA and VSIP eligible category have the same Service Computation Date-LEAVE.

Our shifting mission requirements and need for efficiencies require the region to reduce, rebalance, and restructure our workforce in a manner not possible through current attrition rates, which have averaged about 4%, without the use of VERA/VSIP. Region 5 is seeking VERA/VSIP authority to focus on ensuring that critical positions and job series are maintained and occupied with employees with the appropriate skills to meet our mission. Opportunities to gain efficiencies through consolidation and restructuring to increase the staff to supervisory ratio while rebalancing the top-heavy specialist positions into entry-level generalist positions are described in detail below.

Information Required for VERA and VSIP Requests

As part of our planning process, we reviewed our workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reshaping to accommodate shifting priorities in the agency and within the region. In addition to targeting positions that will be eliminated, we plan to use VERA and VSIP to target organizations and/or job series that could provide efficiency opportunities by moving to broader scientist/engineer series by restructuring higher graded specialist positions. This should provide for flexibility in the workforce regardless of budget constraints.

We plan to reduce and restructure our workforce through a multi-pronged approach of consolidating duties, reducing branches and sections within most divisions/offices, and addressing the changing nature of workforce skill requirements.

Region 5 has a substantial number of employees eligible for optional retirement and an even higher number of VERA-eligible employees. However, given our low attrition rate and the fact that many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility, we are requesting authority to offer VERA with VSIP to supplement our number in order to reach our goal of 79 voluntary separations.

Offering VERA with VSIP is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and gain the skillsets needed to meet current and future mission needs.

VERA Specific Information

Region 5 employs 1,075 permanent employees.

There are 244 employees currently eligible for retirement, with an additional 42 becoming eligible by the end of this calendar year. There are 278 employees eligible for VERA under the plan, with an additional 3 becoming eligible by the end of the calendar year.

The estimate of the total number of employees in the agency/organization who are expected to take early retirement is nine (9).

As a result of the agency's need for VERA, Region 5 anticipates the following personnel actions may be necessary:

- Directed reassignments
- Details
- Temporary promotions
- Voluntary separations
- Abolish and/or reclassify positions

Budget Information

The estimated direct maximum costs associated with VERA and VSIP is \$3,227,877. Table A provides details of the direct costs associated with VERA and VSIP. Savings projected through FY 2019 as a result of the VERA and VSIP are estimated to be nearly \$12 million. Table B provides the detailed calculations of the savings achieved in FY 2018 and FY 2019. The savings will be used to meet Region 5's ongoing program goals and responsibilities.

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 4)	
79 Targeted Positions for VSIP X \$25,000 (maximum cash buy-out)	\$1,975,000
Annual Leave Buyout for 79 Targeted Positions for VERA, Optional Retirement or Resignation (\$49.56 per hour X 320 hours X 79)	\$1,252,877
Total Maximum Direct Costs	\$3,227,877

Table B - Estimated Savings for FY 2018 through FY 2019		
	Estimated FY 2018 Savings	Estimated FY 2019 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)	\$152,765,000	\$152,765,000
B. VSIP Buyout (\$25,000 X 79)	\$1,975,000	\$0
C. Leave Payout Estimate (presumes 320 hours at GS-12 Step 10 salary \$49.56/hour)	\$1,252,877	\$0

D. Post VERA/VSIP Annual Payroll Cost	\$141,385,050	\$141,385,050
E. Payroll for New Hires	\$0	\$0
F. Payroll Savings (F = A – B – C – D – E)	\$8,152,073	\$11,379,950
G. Pre-VERA/VSIP Annual WCF Cost	-	-
H. Post VERA/VSIP Annual WCF Cost	-	-
J. Working Capital Fund Savings*	\$316,000	\$316,000
Total Projected Savings with VERA/VSIP (F + J)	\$8,468,073	\$11,695,950

XIX. Region 6

Business Case

Region 6 proposes a broad VERA/VSIP offering to over 200 of our current on-board employees in anticipation of a restructuring of organizational components, consolidation of functions, and layering of management to achieve both near-term workforce reductions and to establish a more efficient organization better aligned to accomplish the agency's strategic direction. Region 6 identified 147 maximum offers that will be made under the VERA/VSIP program, and will extend those offers to employees in all job series and grades within targeted levels, consistent with our goal of fully utilizing the VERA/VSIP programs to reshape our organization. Region 6 is proposing the following actions to increase efficiency and effectiveness of agency core environmental programs and regional operations:

1. Delaying.

Region 6 has identified opportunities to organize our functions and organizations in order to eliminate supervisory positions and decrease supervisory layers. Organizational options to delay our organization will be identified at the completion of the VERA/VSIP program when a better understanding of vacated positions is known. Therefore, future organizational charts will not be submitted at this time.

2. Consolidate or reduce administrative functions.

As a result of Region 6's use of technology improvements, online collaborative tools and decreased dependence on paper, many traditional administrative and clerical functions are becoming obsolete. By offering VERA/VSIP program to all grades in the administrative and clerical series, these support functions can be more efficient through consolidation and savings can be focused on priority work.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the region. Approximately 47% percent of the region's employees are GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work. Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to align our organization and workforce with priority work. These functions are filled by staff in a range of positions, series and grades. By offering the VERA/VSIP program broadly, Region 6 will be able to both direct employees toward new program requirements and invest savings to priority program areas.

5. Restructure to focus on STEM/programmatic priorities

Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to focus on core scientific requirements and programmatic priorities necessary to accomplish the agency's mission. Region 6 intends to focus on STEM disciplines to better align our workforce with the agency priorities related to essential technical work and invest savings in these areas.

6. Consolidate and streamline functions/activities/reduce number of programs

Region 6 has identified opportunities to utilize the VERA/VSIP program to generate savings through consolidation and streamlining our work. By offering the VERA/VSIP program, Region 6 will be able to realize gains in efficiencies, improve integration with state and tribal partners, and invest savings to priority program areas.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP (147) x \$25,000	\$3,675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	147x\$56.96x240 = \$2,009,549
Total Maximum Direct Costs	\$5,684,549

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate*	FY 2019 Estimate*
A. Pre-VERA/VSIP Annual Payroll Cost	\$110,262,130	\$111,364,840
B. VERA/ VSIP Payout Cost	\$3,744,825	\$3,782,273
C. Leave Payout Cost	\$2,047,730	\$2,068,207
D. Post VERA/VSIP Annual Payroll Cost	\$88,822,271	\$89,710,565
E. Payroll for # New Hires (127 in FY 18 GS-9 step 1)	\$6,839,102	\$6,907,493
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$8,808,202	\$8,896,302
G. Pre-VERA/VSIP Annual WCF Cost	\$4,237,002	\$4,279,372
H. Post VERA/VSIP Annual WCF Cost	\$3,413,141	\$3,447,272
I. WCF for # New Hires (127 in FY 18, GS-9 step 1)	\$711,772	\$718,890
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$112,089	\$113,210
Projected Savings with VERA/VSIP (F + J)	\$8,920,291	\$9,009,512

XX. Region 7

Business Case

Region 7's low attrition rate (around 4%) will not generate enough attrition to create a sufficient number of vacancies to rebalance and reshape our workforce. In order to avoid the use of more drastic authorities, Region 7 would like to utilize VERA and VSIP to reduce the level of full time employee equivalents.

Targeting decisions were made by senior managers based on the specific mission needs required to reshape the Region 7 workforce with new skills and competencies. Through attrition gained by VERA and VSIP, we expect fewer higher graded positions and the most complex work (i.e., GS-13 level and above) will be reassigned to remaining higher graded positions in order to concentrate this work into fewer positions. In addition to creating more workforce balance between higher and lower graded positions, our restructuring is expected to introduce enhanced integration of multimedia approaches and advanced technology skills to more efficiently and effectively implement program objectives.

Region 7 will offer a total of 45 VERA/VSIP opportunities up to 168 non-SES positions which are eligible for either a regular retirement or an early retirement. The following occupational series are not the focus for VERA/VSIP in Region 7: SES, GS-510, GS-511, GS-1102, GS-1109, GS-2210 as well as Phased Retirees. Region 7 will not be offering VSIP to employees not currently eligible for regular retirement or an early retirement. As with other federal workforce restructuring authorities, the agency has the ability to reassign employees to minimize the impact of its restructuring efforts.

Region 7 will use these authorities in three focused themes to help transform the workforce:

- Restructure or reduce highly graded supervisory and non-supervisory positions at the GS-13 through GS-15 grade levels, across all divisions and geographic locations within Region 7 to meet our changing mission requirements and move to new models of work. The change in program priorities of the agency and the region has decreased the need for many specialized non-supervisory positions. The work of the non-supervisory positions can be consolidated, eliminated, or redistributed to lower-graded positions.
- Restructure to focus on core business functions in our regional programmatic support positions at the GS-9 through GS-15 grade levels, supervisory and non-supervisory positions, across all divisions within the Kansas and Missouri offices to more efficiently and effectively implement program objectives. Restructuring some of the positions performing these functions could reduce redundancies and promote greater efficiencies.
- Consolidate or reduce administrative or support functions positions at the GS-6 through GS-11 grade levels across all divisions in the Kansas offices to better align with current and projected workload needs. Region 7 may realign administrative support resources and combine functions to capitalize on efficiencies and for enhancing the positions with new skills and competencies. Region 7 will be in a position to pursue additional administrative support consolidation scenarios, or at the very least, will continue to consolidate the administrative support functions into fewer positions.

Region 7's goal is to reduce the overall workforce from 497 permanent employees to 452 permanent

employees for FY 2017. VSIP opportunities will be offered to up to 45 employees. The estimate of the total number of employees in Region 7 who are expected to take early retirement is 10.

Specific Region 7 Divisional Plans:

Superfund Division

- 3 Remedial Project Manager positions within 1301 occupational series will be safe positions.
- 1 On Scene Coordinator and 2 Remedial Project Manager (total of 3) positions within 819 occupational series will be safe positions.
- Maximum offers up to 2 RPMs and 2 OSCs.

Budget Information

Table A – Direct Costs for VERA/VSIP	
45 of Targeted Positions for VSIP x \$25,000	\$1,125,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {\$45.16 x 240 x 45 of Targeted Positions}	\$ 488,000
Total Maximum Direct Costs	\$1,613,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$63.00M	\$63.00M
B. VERA/ VSIP Payout Cost	\$1.13M	0
C. Leave Payout Cost	\$.49M	0
D. Post VERA/VSIP Annual Payroll Cost	\$57.20M	\$58.63M
E. Payroll for # New Hires	\$.39M	\$.40M
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 3.79M	\$ 3.97M
G. Pre-VERA/VSIP Annual WCF Cost	\$ 2.40M	\$ 2.40M
H. Post VERA/VSIP Annual WCF Cost	\$ 2.22M	\$ 2.23M
I. WCF for # New Hires	\$.01M	\$.01M
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$.17M	\$.16M
Projected Savings with VERA/VSIP (F + J)	\$ 3.96M	\$ 4.13M

XXI. Region 8

Business Case

As of May 1, 2017, Region 8 employed 525 full-time, permanent employees. Approximately 97 of our employees are retirement eligible and additional 127 employees are eligible for VERA. This VERA/VSIP proposal targets a total of 64 positions and sets forth a maximum total number of 8 VERA/VSIP offers in the Region 8 duty stations of Denver, CO; Laboratory in Golden, CO; Pierre, South Dakota and Butte, Helena and Libby, MT. The estimated total number of employees who will take early retirement is 6. No employees would be involuntarily separated, downgraded or transferred as a result of this proposal. The maximum number of employees who would be involuntarily reassigned is

34. Any reassignments would be the result of consolidation of units through the reduction in the number of supervisory positions. A small number of reassignments or hires could be needed in future fiscal years to fill positions which are restructured as a result of this proposal.

Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below positions; a decrease in GS-13 and above positions; and a significant shift away from support positions. The region's intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited number of higher graded positions. VERA and/or VSIP will be offered to eligible employees where opportunities exist to achieve these reshaping goals.

Region 8 will use both the VERA/VSIP authorities to make near-term workforce adjustments. The region will offer VERA and/or VSIP to all eligible employees in the following categories:

- All non-supervisory GS-14 and GS-15s except attorneys, public affairs specialists, and toxicologists in order to restructure and consolidate highly graded non-supervisory positions. A maximum of 2 VERA or VSIP offers will be made in this category. Through attrition gained by VERA/VSIP, the region will reassign the most complex work (i.e., GS-14 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11/12/13 positions.
- All supervisory GS-14 and GS-15 supervisory environmental protection specialists in order to restructure supervisory positions. A maximum of 4 VERA or VSIP offers will be made in this category. Offers will only be accepted on a case-by-case basis. Where possible, the region will take the opportunity to consolidate units in order to improve supervisory to staff ratios. If this is not possible, due to staff size or the nature of the work of the unit, the region will restructure these positions to one of the professional series, such as physical scientist or environmental engineer. Offers will not be made in situations where neither unit nor position restructuring is possible.
- All administrative officers and environmental protection assistants in order to consolidate administrative functions. A maximum of 2 VERA or VSIP offers will be made from this category. Work will be reassigned to existing administrative staff or eliminated, as appropriate.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 1)	
Targeted Positions for VSIP X \$25,000 (maximum cash buy-out) ¹	\$200,000

¹ Maximum of 8 positions

Annual Leave Buyout for 8 Targeted Positions for VERA, Optional Retirement or Resignation	\$175,181 ²
Total Maximum Direct Costs	\$375,181

Table B - Estimated Savings for FY 2018 through FY 2020				
	FY 2017 Payroll	Estimated FY 2018 Savings ³	Estimated FY 2019 Savings	Estimated FY 2020 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)*	\$76,360,459	\$78,956,715	\$80,930,632	\$82,953,898
B. Payroll Savings (Payroll for 8 VERA/VSIP targeted positions with 9/30/17 Buyout Date with 0% of year remaining in 2017) ⁴	\$0	(\$1,554,474) ⁵	(\$1,593,335)	(\$1,633,169)
C. Working Capital Fund Savings	\$0	(\$33,088)	(\$33,915)	(\$34,763)
D. VSIP Buyout (\$25,000 X 8)	\$200,000	\$0	\$0	\$0
E. Leave Payout Estimate (presumes 320 hours at GS 14/10 average salary)	\$175,181	\$0	\$0	\$0
F. Total Costs (A+B+C+D+E)	\$76,735,640	\$77,369,153	\$79,303,382	\$81,285,966
G. Total Projected Savings with VERA/VSIP (A-F)	(\$375,181)	\$1,587,562	\$1,627,250	\$1,667,932

XXII. Region 9

Business Case

For specific organizations and designated positions located in San Francisco, CA, Region 9 will use the VERA/VSIP authorities to decrease the number of supervisory positions, reduce highly-graded non-supervisory positions, and streamline administrative support, STEM and other administrative and program operations by consolidating, reducing and restructuring positions to achieve workforce reductions in the following areas.

VERA & VSIP Categories and Specific Positions

For positions located in San Francisco, CA, the following categories and specific positions are included in Region 9's VERA/VSIP request.

Delaying (increasing supervisor-to-staff ratio): Pending the completion of a regional review of all supervisory positions, we will achieve workforce reductions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape the Public Affairs Office by one Supervisory Public Affairs Specialist position and reassign staff to rebalance and improve the

² Assumes 320 hours of leave at the GS-14 Step 10 level for 8 positions

³ Payroll costs are assumed to increase 3.4% in FY18 and 2.5% in FY19 and FY20.

⁴ Reimbursable and special accounts are excluded.

⁵ Savings estimates are based on 8 GS-14 Step 10 positions due to the predominant grade levels of the positions being offered.

organization's supervisor-to-staff ratio.

- Environmental Management Division: Reduce and reshape the Infrastructure Services Branch by one Supervisory Information Technology Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.

Consolidate or reduce administrative or support functions: To improve administrative support functions through consolidation, we will reduce and reshape positions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape administrative support positions within the Immediate Office by one Administrative Specialist position.
- Air Division: Reduce and reshape the administrative support team by one Secretary position.
- Water Division: Reduce and reshape the administrative support team by three Environmental Protection Assistant positions including one position at the GS-7 level and two positions at GS-8 level.

Restructure or reduce highly-graded non-supervisory positions: Reduce and reshape highly-graded non-supervisory positions in the following organizations.

- Enforcement Division. Reduce and reshape two non-supervisory Environmental Protection Specialist positions including one GS-14 position and one GS-15 position. These positions will be restructured to lower-graded positions aligned to the agency's program priorities.
- Superfund Division. Reduce and restructure one non-supervisory Environmental Scientist (On-Scene Coordinator) position in the Emergency Response Section with promotion potential limited to the GS-13 level.

Restructure to focus on STEM/programmatic priorities: Reduce and reshape STEM and program specialist positions to align with new environmental program priorities in the following organizations.

- Enforcement Division. Reduce and reshape positions to establish a more efficient and effective Federal enforcement and compliance program aligned with the agency's strategic direction across all program job series including:
 - Environmental Protection Specialist positions including one GS-12 and four GS-13 graded positions. The reductions will be used to reassign staff to new program priorities. STEM positions including two Environmental Engineer positions and two Environmental Scientist positions. The reductions will be used to reassign staff to new program priorities.
- Superfund Division. Reduce and reshape positions to establish a more efficient and effective emergency and remedial response programs to meet new program directions including:
 - Restructuring one On-Scene Coordinator position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reduction will allow us to reassign staff to align with program activities. Restructuring one Remedial Project Manager position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reductions will be used to reassign staff to align with program activities.
- Environmental Management Division. Reduce and reshape the environmental management system program within the Infrastructure Branch by one Environmental Scientist, GS-13 position. The reduction will be used to reshape and realign program activities within the region.

Consolidate and streamline functions/activities

- Office of Regional Counsel: Reduce two non-supervisory Attorney-Advisor positions including one position at the GS-14 level and one position at the GS-15 level to realign staffing with program activities.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Post-VERA/VSIP Operations

The VERA/VSIP plan includes a plan to reorganize the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division. Using VERA/VSIP, we have identified two supervisory positions and twenty-two non-supervisory positions across the region. The number of positions scheduled for voluntary separation represents a 3% reduction of the region's workforce. The VERA/VSIP plan identifies the minimum number of positions needed to achieve near term workforce reductions without compromising program commitments.

Following the conclusion of the VERA/VSIP separations, a reorganization plan to restructure the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division will be finalized for implementation. Additionally, the region will assess the workforce separations and implement streamlining plans to consolidate administrative support services, reduce work in non-priority areas, and reassign personnel, as necessary, to perform agency program objectives.

We anticipate processing the following personnel actions to implement restructuring plans

- Directed Reassignments to balance supervisor-to-staff ratios among remaining supervisors
- Directed Reassignments to realign position assignments to program priorities
- Details
- Abolish no longer needed supervisory or higher-graded positions

Use of VERA and VSIP

The two programs will be used to gain voluntary separations from positions that have been identified for reshaping to gain program efficiencies in the following workforce areas:

- Improving the supervisor-to-staff ratio in designated organizations;
- Consolidating and restructuring of administrative support positions; and
- Restructuring STEM and non-STEM administrative and program positions to align with the agency's program priorities.

VERA Information

Region 9 employs 736 permanent employees of whom 208 are eligible for VERA.

The FY17 Region 9 workforce reduction plan targets 24 positions, which includes 168 permanent employees of whom 45 are eligible for VERA.

The total number of employees in the agency/organization who are expected to take early retirement is estimated to be 6.

Budget Information

Table A – Direct Costs for VERA/VSIP	
24 Targeted Positions for VSIP x \$25,000	\$600,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 24 Targeted Positions } note: (A)	\$313,326
Total Maximum Direct Costs	\$913,326

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost note: (B)	\$114,278,730	\$115,135,821
B. VERA/ VSIP Payout Cost	\$600,000	\$0
C. Leave Payout Cost	\$313,326	\$0
D. Post VERA/VSIP Annual Payroll Cost note: (C), (D)	\$110,242,607	\$111,069,431
E. Payroll for # New Hires	none	none
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$3,122,797	\$4,066,390
G. Pre-VERA/VSIP Annual WCF Cost note: (E)	\$4,420,981	\$4,487,295
H. Post VERA/VSIP Annual WCF Cost	\$4,302,835	\$4,367,377
I. WCF for # New Hires	none	none
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$118,146	\$119,918
Projected Savings with VERA/VSIP (F + J)	\$3,240,943	\$4,186,308

Notes:

- (A) Based on FY17 Pay Table for SF Bay Area, all grades at step 10.
- (B) Using PPE 4/29/17, based on same pre-VERA/VSIP FTE level, assume 1.5% COLA increase in FY18, 1% COLA increase in FY19.
- (C) Based on all grades at step 10, assume 30% benefits and 1.5% COLA increase for ¾ of FY18.
- (D) Based on all grades at step 10, assume 30% benefits and 1% COLA increase for ¾ of FY19.
- (E) Using FY17 WCF level, assume 1.5% increase in WCF in FY18 and FY19.

XXIII. Region 10

Business Case

Region 10 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts in four areas:

- Restructure to focus on STEM/programmatic priorities;
- Consolidate and streamline functions/activities/reduce the number of programs;
- Restructure or reduce highly-graded supervisory or non-supervisory positions; and
- Consolidate or reduce administrative or support functions.

Region 10 employs 544 non-term employees (including part-time employees). Currently, 118 (22%) of

Region 10's workforce is eligible for a Regular Retirement, and 125 (23%) are eligible for an Early Retirement. Region 10 estimates this proposal will achieve greater results and accelerate efficiencies by building on the successful VERA/VSIP processes in FY14 and FY15 in which 53 people (nearly 10% of the workforce) separated. Using a strategic focused approach to identify eligible positions in each Office, the region believes that VERA/VSIP can accelerate its continuing progress on workforce restructuring goals. Region 10 estimates that offering VSIP in conjunction with VERA will increase the region's ability to meet these goals. Region 10 does not plan to offer VSIP to employees not currently eligible for Regular Retirement or Early Retirement, as management has determined that approach will not enable the organization to preserve key skill sets and positions supporting mission objectives. The estimate of the total number of employees in Region 10 who are expected to take early retirement is 10. Conceivably, not all employees interested in applying for a VERA/VSIP will receive an offer, as more employees may be interested than offers extended.

Absent a VERA/VSIP, Region 10 anticipates no involuntary actions of an adverse nature, although some employees may need to be reassigned. Region 10's implemented of a significant reorganization in 2016 and does not anticipate undertaking additional reorganization following the implementation of this VERA/VSIP proposal. The theme-based paragraphs below convey a sense of how the region would operate with certain positions restructured, eliminated, or reclassified with a different set of programmatic responsibilities and technical skill sets.

All of the region's offers would be made to individuals holding positions targeted for restructuring or elimination. The region would need to undertake a small number of personnel actions (such as reassignments and/or merit promotions) once those accepting offers have departed to fully implement this plan.

Region 10 proposes to extend a maximum of nineteen VERA/VSIP offers among incumbents of 41 targeted positions which are eligible for either regular or early retirement. An additional 37 targeted positions are occupied by individuals not eligible for either regular or early retirement, and Region 10 does not plan to extend any VSIP offers to them. Duty stations are primarily in Seattle, but also in Richland, WA and Portland, OR. These nineteen planned offers fall into four of the six major themes identified by the agency. Assuming the offers are accepted and positions vacated, the region plans to restructure or eliminate these positions as described in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP 19 x \$25,000	\$ 475,000
Annual Leave Pay Out for 19 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 19 of Targeted Positions}	\$ 224,640
Total Maximum Direct Costs	\$ 699,640

Table B – Estimated Savings for FY 2018 through FY 2019			
	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate

A. Pre-VERA/VSIP Annual Payroll Cost	75,360,000	75,360,000	75,360,000
B. VERA/ VSIP Payout Cost	475,000		
C. Leave Payout Cost	224,640		
D. Post VERA/VSIP Annual Payroll Cost (less 19 FTE's average cost)	75,360,000	72,517,928	72,517,928
E. Payroll for # New Hires (assume 17 FTE's external to Region 10 by mid-year in FY 18)		1,259,487	2,518,974
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	(699,640)	1,582,585	323,098
G. Pre-VERA/VSIP Annual WCF Cost	2,168,900	2,168,900	2,168,900
H. Post VERA/VSIP Annual WCF Cost	2,168,000	2,091,000	2,091,000
I. WCF for # New Hires (assumes half of WCF costs mid-year in FY 18 - \$2,050 * 17 and full costs \$4,100 * 17 in FY 19)		34,850	69,700
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	2,168,900	43,050	8,200
Projected Savings with VERA/VSIP	(699,640)	1,625,635	331,298

**U.S. Environmental Protection Agency
Voluntary Early Retirement and Voluntary
Separation Incentive Payments Authorities
Business Cases and Budget Projections**

EPA Business Cases and Budget Projections

I. Introduction

In order to address the U.S. Office of Management and Budget's directive (M-17-22) to reform the agency to be more efficient and effective, EPA is seeking to reduce, restructure and reshape its various program and regional offices according to the following themes: layering to increase supervisor to staff ratio; consolidation or reduce administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions/activities/reduce number of programs. VERA and VSIPs will be offered to all regional offices and program offices except the Office of Inspector General (22 total offices). If the number of applications received exceeds the total number of VSIPs we can offer, approvals will be based first on service computation date for leave, then on entry on duty date (total EPA years of service.) If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first.

II. Office of the Administrator

Business Case

The Office of the Administrator over the course of many years has become one of the most highly graded organizations in the agency. As part of our strategic vision, we will continue to evaluate how well AO's organizational structure and staffing meets the agency's needs; ensuring that AO operates efficiently and effectively. Consequently, AO requests to:

1. Offer the VERA/VSIP to a generally broad segment of the AO workforce. We believe this inclusive approach will allow the majority of AO employees to decide if this is the right time for

them to accept the VERA/VSIP rather than management deciding for them by limiting the positions targeted.

2. Restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels. There has been a significant rise in nonsupervisory high-graded GS-14 and GS-15 positions in AO; these positions represent nearly half of our entire staff.

3. At a later date, reshape the workforce to reflect changes in programmatic direction; strengthen technical programmatic expertise with the appropriate skill mix; and maximize administrative support positions.

4. We will conduct ongoing assessments to ensure that AO's organizational structure meets current and future operational needs. Each Associate Administrator and Staff Office Director will continue to discuss their organization's priorities with the Chief of Staff and Deputy Chief of Staff. These structured meetings will specifically discuss how AO will advance the Administrator's priorities for the remainder of FY17 and begin analysis of FY18 conditions as information becomes more available. These discussions will enable refined assessment of the workforce, budget, and efficiencies across AO ~~as well as~~ as well as set priorities and develop action items AO-wide. Additionally, these discussions will aid in identifying potential savings and synergies to maximize effective utilization of AO's resources.

Information Required for VERA and VSIP Requests

Overall AO has targeted 152 positions out of a total 339 positions (339 does not include political appointees). Of the targeted positions, 110 of the 152 are GS-13 or higher and all are non-supervisory. We intend to offer VERA/VSIP to restructure a maximum of 64 positions in AO. All positions, with the exception of one SL level position which will be eliminated, that are offered VERA/VSIP will be restructured, primarily at a lower grade level. AO will continue to identify opportunities to improve the efficiency and effectiveness of the existing workforce by offering opportunity to train and develop staff through creative approaches using short-term assignments via Skills Marketplace; details through Talent Hub; and opportunities to participate in training and developmental programs. In addition, AO will continue to seek ways to streamline processes; eliminate or modify areas of redundancy, and encourage our workforce to join networks to share new methods and resources for performing the day-to-day work in support of the office mission and the Administrator's overall goals.

Finally, each office has developed a plan to maintain office functions while positions are restructured and re-staffed. Their selection of positions to be offered is predicated on their ability to restructure the position and hire employees with new skills and at lower grade levels to meet future requirements — up to their AO designated FTE ceiling.

Both the VERA and VSIP opportunities will be offered to staff in targeted series in all 12 individual offices within the Office of the Administrator. Targeting decisions were made by senior managers based on the specific mission needs required to reshape the workforce and lower the overall personnel compensation and benefits salary base. This proposal sets a maximum number of VSIPs to be offered for each series in each office. Decisions on who receives VSIPs will be made on the basis of seniority. These offers are based on an understanding that these offices will be allowed to restructure position and staff up to their AO authorized FTE ceiling.

NOTE: Given the pool of available candidates across our offices, if AO does not receive a high percentage of applicants at the GS-15 or GS-14 levels in any particular office, we request the flexibility to increase (or decrease) the offer number in one or more categories, as long as our total reduction does not exceed a total of 64.

VSIP-Specific Information

The targeted position spreadsheet identifies the details of the specific positions to be offered VSIP and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level with only one exception as noted above. The maximum amount of voluntary separation incentive payments to be offered in AO is 64. In AO everyone that is early out (VERA) is VSIP eligible as well. Our organizational charts are attached – AO is not making any changes to its organizational structure at this time. However, we continue to assess potential opportunities to gain greater efficiencies.

VERA-Specific Information

The total number of position with the Office of the Administrator potentially undergoing change is the 64 offers will be accepted. -The attached spreadsheet identifies the details of the specific positions to be offered VERA and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level expect one. AO does not have any employees in the program who will be involuntarily separated, downgraded, transferred, or reassigned as a result of these actions. AO has a total number of 75 employees eligible for early retirement. The estimated total number of employees in the Office of the Administrator who are “likely” to take early retirement is approximately 30, which is about 40% of the total eligible employees.

The Office of the Administrator plans to offer opportunities for temporary assignments with possible reassignments; using Talent Hub to post opportunities for lateral reassignments; and allow offices to recruit, where needed at the lowest grade level possible, for specific skillsets that are not available within the agency. These recruitments will include the restructured position to decrease in total of the overall non-supervisory GS-14/15 positions.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,625,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool	\$999,804

\$64.09 x 240 x 65 of Targeted Positions}	
Total Maximum Direct Costs	\$2,624,804

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$70,252,000	\$70,252,000
B. VERA/ VSIP Payout Cost	\$1,600,000	
C. Leave Payout Cost	\$984,422	
D. Post VERA/VSIP Annual Payroll Cost	\$61,720,339	\$65,438,323
E. Payroll for # New Hires (GS 7,9,11) \$28.35 x 2080 x 64 of Targeted Positions	\$3,773,952	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,173,287	
G. Pre-VERA/VSIP Annual WCF Cost	\$5,375,245	
H. Post VERA/VSIP Annual WCF Cost	\$5,051,998	
I. WCF for # New Hires	\$317,923	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$5,323	\$5,323
Projected Savings with VERA/VSIP (F + J)	\$2,178,610	\$4,819,000 (A-D+J)

III. Office of Air and Radiation

Business Case

Over time, OAR has taken a number of steps to reshape its administrative workforce, including:

- Reorganizing work units and realigning or eliminating positions in order to consolidate mission support functions;
- Replacing positions performing non-inherently governmental clerical duties with grantees; and
- Offering separation incentives to employees whose positions were identified as redundant or obsolete.

Such incremental efforts, combined with ongoing attrition, have proven effective at realizing improved customer service with fewer positions and a lower cost to payroll. Also, in recent years EPA has adopted new internet-based data systems that require analysts who are skilled in using the full capability of the systems and who must be able to produce and interpret data reports. As the demands of mission support

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functions have evolved, OAR has found that on-the-job training is not always sufficient to enable employees to use these systems effectively, and that new skills sets are needed.

In the event that EPA determines that OAR will offer new separation incentives, such incentives will be offered to non-SES positions in administrative series, predominantly in the 0300 family, in order to: 1) continue OAR's efforts to realize workforce efficiencies by consolidating and eliminating positions that are no longer mission-critical or that can be done at lower grade levels; and 2) refocus efforts on programmatic priorities.

Our proposal seeks to streamline administrative operations and reduce the number of personnel with obsolete skills. In addition, in certain offices, it is necessary to redirect limited resources from general administrative services to essential programmatic functions required for meeting agency strategic goals, as well as to support new and emerging agency priorities and federal environmental and programmatic mandates.

This VERA/VSIP proposal includes a total of 67 eligible positions and sets forth a maximum total number of 20 VERA/VSIP offers in OAR, as shown in the targeted position spreadsheet.

For any positions vacated by an employee who accepts VERA/VSIP, the office will redistribute mission-critical duties to existing positions to the extent possible. Depending on the availability of FTE in FY2018 and beyond, offices will seek to fill any competency gaps not addressed through redirection of duties by establishing positions and recruiting for skill sets needed for programmatic and mission-critical priorities as permitted by EPA.

How VSIP will be used in conjunction with VERA

About 15% of OAR's workforce is eligible for optional retirement. Combined with employees eligible for early retirement, the total number of VSIP + VERA employees constitutes 40% of our workforce. We are requesting authority to offer VSIP/VERA in order to reach the goal of 20 voluntary separations. Offering VSIP/VERA is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and better align the skill sets needed to meet current and future mission needs.

VSIP-Specific Information

The categories of positions that will be offered VSIP are the same as those indicated in the targeted position spreadsheet. This VERA/VSIP proposal targets a total of 67 positions and set forth a maximum total number of 20 VERA/VSIP offers in OAR. OAR will accept VSIP offers alone, or in combination with VERA or Optional Retirement.

OAR does not expect that any reorganizations will be necessary after the agency has completed the incentive payments. However, OAR will continue to explore ways to further improve workforce efficiencies.

VERA-Specific Information

OAR employs 1,119 employees as of May 12, 2017. Approximately 270 employees are eligible for early retirement. The estimate of the total number of employees in OAR who are expected to take early retirement is five or fewer.

As stated above, at this time, OAR does not expect that any reorganizations will be necessary post-VERA/VSIP. Certain personnel actions may be necessary as a result of the departures of staff. Some position descriptions may need to be updated to reflect new or amended duties, and this could require the processing of reassignment or realignment actions if the change is more than minimal. In addition, depending on where these departures occur, it may be necessary to offer details/temporary promotions to cover work if it cannot be handled by current staff. We would expect these actions to be few and used mainly if workforce departures are unevenly distributed.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 500,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 245,000
Total Maximum Direct Costs	\$ 745,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$172,283,000	\$172,283,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$170,163,000	\$170,163,000
E. Payroll for # New Hires	\$225,875	\$451,750
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,894,125	\$1,668,250
G. Pre-VERA/VSIP Annual WCF Cost	\$14,725,000	\$14,725,000
H. Post VERA/VSIP Annual WCF Cost	\$14,545,000	\$14,545,000
I. WCF for # New Hires	\$22,500	\$45,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$157,500	\$135,000
Projected Savings with VERA/VSIP (F + J)	\$2,051,625	\$1,803,250

- A. Assumes payroll allocation from FY17 Enacted budget for OAR.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes annual payroll cost of average salary of eligible positions (\$106,000) x 20 positions = \$2,120,000.
- E. Assumes hiring 5 GS-12, step 5 positions in Washington, DC. Start date April 2018.
- F. A – B – C – D - E
- G. Assumes working capital fund allocation from FY17 Enacted budget for OAR.
- H. Assumes \$9K WCF per person x 20 positions = \$180,000.
- I. Assumes \$9K WCF per person.

IV. Office of Administration and Resources Management

Business Case

The Office of Administration and Resources Management is requesting approval authority for the use of VSIP and VERA to transform its workforce by placing a renewed focus on core business services, eliminating business services with low demand, centralizing internal support in select administrative areas, and reshaping the workforce to optimize support to the agency.

OARM has 698 permanent employees. The VERA/VSIP plan targets 154 positions: 34 positions in support job series and 120 positions in programmatic series. Targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is 98 as shown in the targeted position spreadsheet. These offers span 20 different job series. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. The estimate of the total number of employees in OARM who are expected to take early retirement is five. OARM will focus on the following themes:

Restructure or reduce highly graded, supervisory and non-supervisory staff positions (GS 14 and 15) into lower graded positions that support the skills and competencies needed to meet current and emerging mission and program requirements and rebalance the current structure and recruit at lower grade and career ladder levels.

8.

*In OROM – the pool for 0343 positions in FACMD does not include one GS-14. This position acts as the Committee Management Officer and is excluded because it is required by GSA and the FAC Act.

Restructure positions to focus on core business functions where needs can be met more economically, by leveraging technology, or utilizing other resources. Includes the printing function, printing officers, and elimination of embedded attorney services in favor of OGC expertise. These positions will be restructured at lower grade levels and into positions that support core business functions. Consolidate or reduce administrative or support functions to increase emphasis on positions and series directly supporting our core business functions – facility, engineering, contract, grant and human resources management.

- Reduce the number of employees in specific occupational series (e.g., automation clerks, secretaries, procurement analysts, grants assistants, program and management analyst positions).
- Realign current administrative specialists and program analysts to consolidate internal HR support and budget execution in OARM to achieve efficiency.
- Restructure positions to recruit candidates having skills required to close current competency gaps.

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

How VSIP will be used in conjunction with VERA

OARM has 121 employees eligible for regular retirement and 164 eligible for early retirement through VERA in the above identified series. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to OARM to reshape its organization. The VSIP can further increase the

potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities.

Hence, the combination of VERA and VSIP provides the greatest likelihood of the OARM achieving the necessary reshaping and restructuring of its workforce.

The types of personnel actions anticipated as a result of the above proposed restructuring and elimination of positions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and possible external competitive recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 2,450,000
Annual Leave Pay Out for 98 Targeted Positions for VERA, Optional Retirement or Resignation {\$64.86* per hour x 240 x 98 Targeted Positions}	\$ 1,525,507.20
Total Maximum Direct Costs	\$ 3,975,507.20

*Payroll estimated on a GS-13, step 5 (\$51.48) with 26% included for loaded cost in Washington, D.C.

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$110,695,000	\$110,695,000
B. VERA/ VSIP Payout Cost	\$2,450,000	\$2,450,000
C. Leave Payout Cost	\$1,525,507.20	\$1,525,507.20
D. Post VERA/VSIP Annual Payroll Cost	\$96,485,000	\$96,485,000
E. Payroll for 84 New Hires	\$4,617,900	\$4,617,900
F. Payroll Savings for 98 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$5,616,592.80	\$5,616,592.80
G. Pre-VERA/VSIP Annual WCF Cost	\$6,280,000	\$6,280,000
H. Post VERA/VSIP Annual WCF Cost	\$5,473,852	\$5,473,852
I. WCF for 84 New Hires	\$690,984	\$690,984
J. WCF Savings for 98 VERA/VSIP Targeted Positions (J = G – H – I)	\$115,164	\$115,164
Projected Savings with VERA/VSIP (F + J)	\$5,501,428.80	\$5,501,428.80

V. Office of the Chief Financial Officer

Information Required for VERA and VSIP Requests

OCFO plans to reduce the number of administrative positions by using VERA/VSIP authorities to:

- Eliminate a clerk position.

- Reduce the number of financial technician positions.
- Reduce the number of secretary positions within OCFO's Office of the Controller (Reduce the number of management analyst positions within OC).

In addition, OCFO plans to reduce the number of financial management positions in OC by using VERA/VSIP authorities to:

- Reduce the number of financial specialist positions.
- Reduce the number of accountant positions.

Vacated clerk, secretary, and financial technician positions will be abolished. After VERA/VSIP offers have been accepted, OCFO will determine how many OC positions remain in the management analyst, accountant, and financial specialist series, and make appropriate workforce decisions. These decisions include possible reassignments of remaining personnel to fill positions in other parts of OCFO to fill mission-critical needs. The decisions also include possible restructuring to fill a small number of vacated positions with new skills needed to perform and support advanced data analytics and deliver secure, high-quality financial management processes, operations, and systems. These changes would be part of EPA's continuing efforts to meet the demand for a technologically sophisticated, analytical financial management workforce, as well as qualified technical and IT security staff.

OCFO will be able to operate without eliminated positions due to increased use of technology. Over time, the agency's financial management programs and functions have undergone significant change, particularly in the use of technology. In October 2011, the agency implemented the Compass Core Financial System, a key element of EPA's overall Financial System Modernization Plan, which provided increased integration among EPA's various systems and added new functionality. Now, we will take greater advantage of the full functionality of Compass to reduce our need for separate systems which cost time, money, and staff resources to integrate. As just one example, moving portions of the payment tracking systems and other interfacing systems into Compass will eliminate the need to reconcile discrepancies when all functionality is housed in one system. This should result in streamlined processes, better data quality, and reduced staff needed for integration of the separate systems and reconciliation of data. As a result, the workforce supporting the agency's financial management operations including the supporting administrative staff, which are located in OCFO, can be restructured and reduced, while qualified technical and IT security staff would be maintained.

We will be able to realign or reorganize to create operational efficiencies, while at the same time minimize any potential negative impacts on the workforce. We also plan to recruit for new skills needed by hiring a modest number of positions. We will recruit candidates who have analytical and critical thinking, and information management and technology skills. If needed, OCFO will implement management-directed reassignments or details to ensure mission-critical programs are not interrupted. OCFO's senior leadership will ensure that the highest priorities of EPA and OCFO will be carried out during this time of organizational change and workforce restructuring.

VSIP will be used in conjunction with VERA to maximize the incentives for employees to accept a VERA/VSIP offer. OCFO's attrition rate is low, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. For these individuals, VSIP is the only incentive we can offer. Another target group is eligible for neither optional retirement and nor early retirement. For these individuals too, VSIP is the only incentive available. Given that a reduced government income relative to optional retirement is inherent in VERA, we anticipate VSIP to be a

necessary enticement also among the target group who are VERA-eligible. VERA authority in conjunction with VSIP will be essential if we are to reach our goal of 27 voluntary separations from among a target group of 160.

VSIP-Specific Information

- The maximum number of VERA/VSIP to be offered is 27.
- The maximum amount that will be paid is \$25,000.
- The total maximum amount that will be paid is \$675,000.

A maximum of 27 VSIP payments would be offered in accordance with the targeted position spreadsheet.

VERA-Specific Information

As of May 15, 2017, OCFO has 303 non-temporary employees on board. 83 employees are eligible for early retirement. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is 20. At this time, we anticipate one position in an occupational series that OCFO no longer needs may require the incumbent to be involuntarily separated unless the individual accepts a VERA-VSIP offer or finds a position in another EPA office or federal agency. The types of personnel actions anticipated as a result of OCFO's need for VERA include separations, details (if necessary), reassignments, abolished and/or reclassified positions, and internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
27 VERA/VSIP Offers x \$25,000	\$ 675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate (\$49.66) based on the average grade and step (GS-12, Step 10) of the targeted pool x 240 x 27 Offers to Targeted Positions}	\$ 321,797
Total Maximum Direct Costs	\$ 996,797

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate ¹	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$43,281,345	\$43,281,345
B. VERA/ VSIP Payout Cost ²	\$675,000	\$0
C. Leave Payout Cost ²	\$321,797	\$0
D. Post VERA/VSIP Annual Payroll Cost ²	\$39,913,078	\$39,913,078
E. Payroll for 7 New Hires	\$725,473	\$725,473
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,645,997	\$2642794
G. Pre-VERA/VSIP Annual WCF Cost ³	\$2,163,000	\$2,163,000
H. Post VERA/VSIP Annual WCF Cost	\$1,974,000	\$1,974,000
I. WCF for # New Hires	\$49,000	\$49,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$140,000	\$140,000

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Projected Savings with VERA/VSIP (F + J)	\$1785997	\$2,782,794
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¹Based on FY 2017 projected payroll

²Calculations are based on a GS-12 Step 10 (for 2017 in Washington DC), the average cost of the targeted pool. Eligible employees are located in Washington, RTP, Cincinnati, and Las Vegas. The 2017 GS-12 Step 10 salary is \$103,639 or \$49.66/hr. With a 30% increase to account for benefits, the total annual cost is \$134,730 annually.

³Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and is estimated at \$7,000 per position. Savings for 27 positions for one year is \$7,000 x 27 positions = \$189,000.

VI. Office of Chemical Safety and Pollution Prevention

Business Case

OCSPP is requesting approval authority for the use of VSIP and VERA together to transform its workforce to meet administrative and programmatic challenges facing the organization by reducing administrative support positions through efficiencies and technology, reshaping the organization to reflect changes in programmatic direction and increased efficiency, and reducing and restructuring our highly-graded full-time equivalents. OCSPP plans to offer both VSIP/VERA together (except for series GS-0303 which will only receive VSIP).

- Reduce the number of Miscellaneous Clerk and Assistant positions across OCSPP. As technology use across the workforce has expanded, many of the activities of the administrative staff in this series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into user-friendly automated systems, i.e., Concur, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in this administrative field and will enable the organization to reduce obsolete skills and consolidate a broader range of functions. OCSPP has 3 of these positions. One is in the Office of Pollution Prevention and Toxics (GS-10) in Washington, DC, and 2 are in the Office of Pesticide Programs in Arlington, VA (GS-7, GS-8). All offers would be accepted.
- Reduce and restructure the work of non-supervisory Miscellaneous Administration and Program Series positions in the OCSPP IO to restructure positions with new skill sets that advance multimedia approaches and new technology. The IO will look to restructure positions requiring broader programmatic experience, communication and communication technology; and the use of collaboration tools to better support the IO senior management. The IO would evaluate and determine how to restructure any position prior to filling the position. The IO has 2 GS-13 non-supervisory positions in this series in Washington, DC. All offers would be accepted.
- Reduce the number of Miscellaneous Administration and Program Series positions in OPPT's Information Management Division. The functions of OPPT have evolved with the manner and processing of submissions under the Toxic Substances Control Act (TSCA). Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OPPT would expect to fill any new FTE positions at lower grades in restructured positions. OPPT has 4 non-supervisory GS-13 positions in this series in IMD. Up to two offers would be accepted.
- Reduce and restructure the number of non-supervisory GS-15s across OCSPP. Many non-supervisory GS-15 positions were established to focus on specific programs when sufficient higher graded work was present. Program priorities have evolved over time and continue to do so

and not all of these positions are currently required. Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OCSPP will review positions that are vacated and determine whether the work of the position is needed or whether it should be abolished. If the position is still needed, we will evaluate and determine how it will be restructured before filling. Decisions on job series, duties, grade, and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties, different job series or a different grade level appropriate for the scope of duties for that position. OCSPP has 56 positions eligible for retirement or early retirement (this excludes one IT security position). Up to 43 offers would be accepted across many series (3 in the IO; 22 in OPPT, 15 in OPP (see the next bullet), and 3 in the Office of Science Coordination and Policy). Positions are located in Washington, DC, Arlington, VA, Chicago, IL and Ft. Meade, MD.

- Reduce the number of OPP supervisory positions by restructuring branches in two OPP divisions. These new structures will consolidate functions across several branches to increase efficiency and ~~reduce~~ increase the supervisor-to-staff ratios. In the Health Effects Division, OPP would combine information functions with science information functions into a single unit, and also combine scientific specialties related to health effects and exposure into one branch. This restructuring would lead to better cross-sharing of information and more efficient use of technical capabilities and staff resources. In the Pesticides Re-evaluation Division, OPP would eliminate one branch and task work from that branch across three other branches, eliminating the need for an administrative services branch. Reshaping these branches helps with increased efficiency and reduces the number of supervisors. OPP would re-task work to existing staff and supervisors. OPP currently has 3 positions located in Arlington, VA. Two of the three are GS-15-0343 Program Analysts, and one is a 0401 Interdisciplinary Biologist. Up to 15 positions would be accepted in OPP from this group and the OPP non-supervisory GS-15s combined (OPP current and future organization chart attached).

Commented [SM1]: Debbi – my change – it decreases the number of supervisors but INCREASES the supervisory ratio

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,250,000 (50 x \$25,000)
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$797,880 (\$66.49 x 240 x 50)
Total Maximum Direct Costs	\$ 2,047,880

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$154,647,000	
B. VERA/ VSIP Payout Cost	\$1,250,000	
C. Leave Payout Cost	\$797,880	
D. Post VERA/VSIP Annual Payroll Cost	\$147,732,050	
E. Payroll for # New Hires	\$2,765,980	

F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$2,101,090	
G. Pre-VERA/VSIP Annual WCF Cost	\$8,703,000	
H. Post VERA/VSIP Annual WCF Cost	\$8,354,100	
I. WCF for # New Hires	\$139,560	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$209,340	
Projected Savings with VERA/VSIP (F + J)	\$2,310,430	

- A. EPM and S&T payroll (EPM and S&T payroll).
- B. \$25,000 x 50
- C. Average hourly for GS-13/5 x 240 hours x 50 staff (\$66.49 x 240 x 50)
- D. Anticipates all 50 staff (max offers) taking VERA/VSIP. Payroll in line A less fully loaded GS-13/5 (\$138,299 x 50).
- E. Assumes hiring of 20 new staff at yearly salary of \$138,299 per employee.
- F. See calculation formula above.
- G. From BAS 2016 Enacted
- H. Anticipates all 50 staff (max offers) taking VERA/VSIP.
- I. Assumes hiring of 20 new staff at yearly WCF cost of \$6,978 per employee.
- J. See calculation formula above.

VII. Office of Enforcement and Compliance Assurance

Business Case

The Office of Enforcement and Compliance Assurance is requesting authority for the use of VERA and VSIP to address longstanding shortfalls in extramural and other non-pay accounts through elimination or restructuring of positions vacated by departing employees.

OECA will offer VERA/VSIP broadly to enable redirection and refocusing of resources to establish a more efficient enforcement and compliance program aligned with the agency's strategic direction. OECA will accept VERA/VSIP applications for eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators, allowing the OECA to reshape its workforce, consolidate functions, and preserve extramural funds necessary to meet core business needs. The VERA/VSIP would encompass GS 5 – 15 positions in all locations. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

NOTE: Given the pool of available candidates, if OECA does not receive applicants at the numbers outlined in the Targeted Positions Template, we request the flexibility to increase (or decrease) the number in one or the other category, as long as our total does not exceed 51. This would be implemented by adhering to the selection criteria for each job category and then adjusting other categories where appropriate to meet overall target levels.

Through a combination of restructuring and elimination, OECA will refocus the workforce and balance extramural needs to meet changing priorities in coordination with our state and local partners. Some of OECA's components include separate administrative and program support functions which may be consolidated to reduce redundancies and promote greater efficiency. In addition, OECA may restructure compliance and enforcement activities across organizational lines to improve coordination and streamline functions. For the GS-2210 Information Technology Specialist positions, OECA will

restructure two information-security positions and reassign work to lower graded employees in this series. While these are positions with direct-hire authority, reassignments internal to the agency should allow us to meet program needs.

Commented [LH2]: Need to verify if the targeted 2210s include IT Security. Those are the only 2210s with DHA.

Commented [SM3R2]: Yes it does – they are including two ISO positions in their 2210s. See text additions.

OECA has 681 non-temporary employees in targeted positions, of which 164 are VERA-eligible and 522 are VSIP-eligible. OECA plans to offer up to 51 VSIPs (with or without VERA) to eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators in a pool of 506 targeted positions. This broad applicant pool will enable a large-scale approach towards a multi-faceted reshaping effort.

The estimate of the total number of employees in OECA who are expected to take voluntary early retirement are 25. With a target of 51 positions overall, we plan to restructure 25 positions to meet changing agency priorities and eliminate 26 positions to address longstanding financial needs for critical agency support activities.

Personnel actions as a result of the VERA/VSIP will likely be part of broader agency reform and restructuring efforts and will be a combination of details, reassignments, competitive hires and realignments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,275,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 788,015
Total Maximum Direct Costs	\$2,063,015

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,598,000	\$92,598,000
B. VERA/ VSIP Payout Cost	\$ 1,275,000	
C. Leave Payout Cost	\$ 788,015	
D. Post VERA/VSIP Annual Payroll Cost	\$83,265,000	\$83,265,000
E. Payroll for # New Hires	\$ 915,000	\$ 1,830,000
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 6,354,985	\$ 7,503,000
G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,896,200	\$ 3,896,200
H. Post VERA/VSIP Annual WCF Cost	\$ 3,503,500	\$ 3,503,500
I. WCF for # New Hires	\$ 38,500	\$ 77,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 354,200	\$ 315,700
Projected Savings with VERA/VSIP (F + J)	\$ 6,709,185	\$ 7,818,700

- A. Fully loaded average payroll cost for targeted positions (\$183,000 x 506).
- B. \$25,000 x 51.
- C. Average hourly for GS-14/7 x 240 hours x 51 staff.
- D. Fully loaded average payroll cost for targeted positions minus 51 (\$183,000 x 455).
- E. Assumes hiring of 10 new staff at yearly salary of \$183,000 per employee; 6 months of FY 2018/full year 2019.
- F. See calculation formula.
- G. Average WCF cost per employee in targeted positions (\$7,700 x 506)
- H. Average WCF cost for targeted positions minus 51 (\$7,700 x 455).
- I. Assumes hiring of 10 new staff at yearly WCF cost of \$7,700 per employee; 6 months of FY 2018/full year of FY 2019.
- J. See calculation formula.
- K. See calculation formula.

VIII. Office of Environmental Information

Business Case

OEI will offer VSIP and VERA opportunities to non-supervisory GS-15, GS-14, and GS-13 staff. Our workforce analysis shows a significant proportion of OEI's workforce (132 positions or 43%) is classified in nonsupervisory high-graded GS-14 and GS-15 positions. An additional 138 positions, or 45%, are GS-13; and only 11% are graded at or below the GS-12 level. OEI needs to have a balanced grade structure that is sustainable. Junior and mid-level staff are needed to support our IT and IM experts at the GS-14 and GS-15 levels. With the current distribution, a disproportionate number of OEI's staff is highly-graded experts, which does not allow for a career ladder growth path. Through restructuring, OEI aims to attract appropriately-skilled junior-level staff experienced in modern technology projects and programs. OEI is both an information technology and information management organization; a better distribution of these modern skills is needed to support the agency's mission.

After reducing the number of non-supervisory higher-graded positions (GS-13 and above), OEI will consolidate the higher graded work in remaining positions. Temporary work assignments may be required for high priority projects while the hiring plan is implemented. Some non-critical projects may be delayed during the transition period. Once our non-supervisory, high-graded workforce has been restructured, we will look for opportunities to centralize work where it can be, or otherwise align the positions to the appropriate organizations. This will protect against duplication of effort, streamline reporting relationships, and improve accountability.

OEI averages less than 10 retirements per year, although OEI currently has 74 positions that are fully eligible for immediate retirement. Given our low attrition rate and the fact that many of our retirement-eligible employees have continued to work years beyond retirement eligibility, we request authority to offer VERA with VSIP to supplement our number to reach our goal of 30 voluntary separations. Offering VERA with VSIP is more appealing than VERA alone and will likely help us achieve the voluntary separations needed to restructure the grade levels and work of our workforce.

VSIP-Specific Information

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations. We plan to offer VSIP/VERA to non-supervisory employees at the GS-13 through GS-15

levels in the specified organizations. GS-2210 IT Specialist Security/INFOSEC are not included in this proposal.

With an organizational FTE ceiling of 421 positions and a vacancy rate of 78 positions, it will be critical for OEI to develop a replacement hiring plan. -The goal of the plan will be to lower our grade structure and recruit new skills needed to advance current and future information management and technology requirements for the agency given fewer resources.

We will offer 30 VSIPs, each up to the maximum of \$25,000 for a total amount of \$750,000. The following table illustrates the maximum allocation of VERA/VSIPs by OEI Office and/or Division. Review OEI's Targeted Positions Template for detailed information.

The following table illustrates the maximum allocation of VERA/VSIPs by OEI Office and/or Division. Review OEI's Targeted Positions Template for detailed information.

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Allocation of VERA/VSIPs by Office		*Allocation of VERA/VSIP by Division (OITO and OEIP)		
ODSTA	4	OEIP	IO	1
OCAPPM	3	OEIP	EQMD	1
OBOS	2	OEIP	ERMD	2
OIM	8	OEIP	FLAD	1
OISP	3	OEIP Total		5
OEIP*	5	OITO	IO	1
OITO*	5	OITO	SBMD	4
TOTAL	[=SUM(ABOVE)]	OITO Total		5

VERA-Specific Information

As of April 17, 2017, OEI employs 343 permanent employees. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures to better meet mission needs. To gain additional cost efficiencies and improve OEI's ability to hire and retain highly qualified staff, (especially in technical fields), OEI will also consider redistributing some of the restructured positions to RTP, North Carolina, where we currently have staff present. If we deem it necessary to most effectively support EPA's mission, OEI may involuntarily reassign up to 10 employees as a result of this proposal.

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A total number of 79 OEI employees are eligible for early retirement. The estimate of the total number of employees in OEI who are expected to take early retirement is eight, or 10% of the total eligible. We expect to complete the following types of personnel actions as a result of OEI's need for VERA: management directed reassignments, details, voluntary separations, permanent internal and external recruitments, temporary/term internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
Max. Buyout Amount: 30 Targeted Positions for VSIP × \$25,000	\$ 750,000
Annual Leave Pay Out: Hourly rate based on the average grade and step (14/5) of the targeted pool \$60.83 × 240 Hours × 30 Targeted Positions	\$ 437,976

Total Maximum Direct Costs	\$ 1,187,976
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Table B – Estimated Savings or FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost (Appropriated and WCF; assuming 2% increase each year)	\$58,118,909.46	\$59,281,287.65
B. VERA/ VSIP Payout Cost	\$750,000	
C. Leave Payout Cost	\$437,976	
D. Post VERA/VSIP Annual Payroll Cost	\$54,310,169	\$55,472,548
E. Payroll for 30 New Hires	\$573,179.00	\$650,296.00
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$2,047,585.00	\$3,158,444.00
G. Pre-VERA/VSIP Annual WCF Cost	\$2,886,314.64	\$2,886,314.64
H. Post VERA/VSIP Annual WCF Cost (30 departures)	\$2,612,246.70	\$2,612,246.70
I. WCF for 30 New Hires	\$274,067.94	\$274,067.94
J. WCF Savings for 30 VERA/VSIP Targeted Positions (J = G – H – I)	\$0	\$0
Projected Savings with VERA/VSIP (F + J)	\$2,047,585.00	\$3,158,444.00

IX. Office of General Counsel

Business Case

The Office of General Counsel provides legal services to all the agency's organizational elements with respect to all programs and activities. Specifically, OGC provides legal opinions, legal counsel, litigation support, and assists in the formulation and administration of the agency's policies and programs as legal advisors. OGC's workforce is primarily comprised of attorney advisers. OGC often has a shortfall in its non-pay budget lines. Because the agency is considering VERA and VSIP, OGC has taken steps to ensure it only has essential personnel at the right grade level so as to ensure it has as much non-pay funding available as possible. In reviewing OGC's ongoing work and the agency's needs, OGC decided to restructure or reduce one (1) highly graded non-supervisory position and one (1) non-supervisory position in its Immediate Office. Below is the VERA and VSIP business case justification:

POSITION	FUNCTION	ORGANIZATION	LOCATION	OCCUPATIONAL CATEGORY	GRADE LEVEL
Senior Counsel for International Affairs	Oversees special projects of significant concern to the agency.	OGC Immediate Office	WA, DC	Management	SL-0905-00
Executive Assistant	Executes day-to-day responsibilities & assignments that are routine and/or may be of a sensitive nature.	OGC Immediate Office	WA, DC	Administrative	GS-0301/12

The senior counsel SL-0905 position targeted under the VERA/VSIP authorities was a new position OGC created soon after a significant environmental incident. The position's original duty station was in Denver, CO, that was changed in late 2016 to Washington, DC. The position responsibilities included special projects such as supporting the agency mission-driven environmental and human health efforts related to the Region 8 Gold King Mine. Given the reduced impacts surrounding the Gold King Mine efforts at this time, this position is no longer high priority or critical to the agency mission. OGC made the decision to eliminate this position. This position is retirement eligible. OGC will offer only the VSIP authority.

OGC's Immediate Office currently employs two executive assistant GS-0301/12 positions of which one position is considered in excess at the GS-12 level. OGC will target two positions under the VERA/VSIP authorities but will offer only one position. In reviewing its administrative support needs in the OGC Immediate Office, OGC determined that the work may be restructured at the GS-11 level. OGC will offer both the VERA and VSIP authority for the one position.

VSIP- and VERA-Specific Information

The one targeted SL-0905 position is retirement eligible. OGC will offer only the VSIP authority.

- Total 0905 General Attorney = 173 // Retirement Eligible = 25 // VERA eligible = 37 // VSIP eligible = 136

OGC is targeting two positions at the GS-0301/12 but only offering one position based on the first to apply. The one position will be eligible for both VERA and VSIP authority. The targeted GS-12 position will be restructured at the GS-11 level.

- Total 301 Miscellaneous Administration and Program = 13 // Retirement Eligible = 4 // VERA eligible = 3 // VSIP eligible = 13

Budget Information

Table A – Direct Costs for VERA/VSIP		
2 Targeted Positions for VSIP x \$25,000	\$ 50,000	
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 40,685	
Total Maximum Direct Costs	\$ 90,685	
Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$359,379	\$363,189
B. VERA/ VSIP Payout Cost	\$ 50,000	\$ 50,000
C. Leave Payout Cost	\$ 40,685	\$ 41,116
D. Post VERA/VSIP Annual Payroll Cost	\$0	\$0
E. Payroll for # New Hires	\$85,363	\$85,363
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$183,331	\$185,805

G. Pre-VERA/VSIP Annual WCF Cost	\$17,788	\$17,979
H. Post VERA/VSIP Annual WCF Cost	\$0	\$0
I. WCF for # New Hires	\$8,894	\$8,989
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$8,894	\$8,989
Projected Savings with VERA/VSIP (F + J)	\$192,226	\$194,794

Assumptions:

1. Annual Payroll cost for GS-12/6 (\$93,008) and SL position \$187,000 includes an estimated benefits rate of 27% and a 1.6% inflationary adjustment for FY18 and FY19
2. Leave Payout includes annual leave hrs of 1.3 @ \$44.72 and 447.15 hrs @ 89.90 plus a 1.6% inflationary adjustment for FY18 and FY19
3. New Hire GS-11/1 (\$66,510) plus a 1.6% inflationary adjustment
4. WCF estimated cost of \$8,800 per person plus a 1.7% inflationary adjustment for FY18 and FY19

X. Office of International and Tribal Affairs

Business Case

The Office of International and Tribal Affairs proposes offering VERA and VSIP to GS-13 through GS-15 non-supervisory staff and to a small number of staff in administrative positions to facilitate the consolidation of programs and functions across the organization.

OITA currently has 74 non-temporary employees, the majority of whom are at the GS-13 to GS-15 grade levels. We propose to offer VERA/VSIP buyouts primarily to eligible employees at these grade levels, and will restructure the positions vacated by departing employees. The maximum number of positions eligible will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts.

OITA seeks to align the work of its international and tribal programs with administration priorities. Because of the administration's focus on fewer high-priority initiatives for international and tribal programs, OITA will need fewer higher-graded employees to serve as program leads. (The reduction in the number of key program areas is more significant in the international programs than in the tribal programs, and OITA is targeting fewer positions in its American Indian Environmental Office, accordingly).

Although OITA offered VERA/VSIP in 2014, the Office still has GS-13 through GS-15 level employees performing some functions that could be performed by staff at lower grades. As part of the office's efforts to realign its work and consolidate functions, less complex work will be restructured into lower-graded positions, which will facilitate consolidating more complex duties (e.g., policy development, multilateral negotiations, etc.) among the higher-graded staff who remain following the VERA/VSIP process. EPA offers in-house training (e.g., COR certification, IA Project Officer certification, etc.) that can help prepare lower-graded staff to assume some of the less complex duties currently being performed by higher-graded employees.

A reduction in the number of programs and the number of staff should also allow OITA to further consolidate some administrative functions, with slightly fewer staff providing administrative support to the office's programs. (OITA's 2014 VERA/VSIP process saw the departure of a number of key

administrative support staff. Although some further consolidation is possible, there are currently fewer opportunities to reduce administrative functions than to collapse program management functions). OITA's current structure is already "flat." The office anticipates no reorganization as a result of VERA/VSIP. Realignments within each of OITA's constituent organizations are more likely, with teams being combined or staff assignments being consolidated.

Tentative areas of workforce reshaping and restructuring include:

- A reduction in the number of formal teams. Staff in OITA's program components are currently divided into a total of nine teams, each of which is headed by a GS-15 Senior Advisor. Combining existing teams will allow us to reduce the need for a number of higher-graded staff.
- A reduction in the number of GS-15s other than Senior Advisors. OITA's international programs currently have three non-supervisory GS-15s serving in positions other than team leaders. Several of these GS-15s support programs that OITA plans to significantly reduce in order to align the office's international priorities with the focus areas identified by the new administration. As the GS-15s who support these programs depart, OITA will restructure the positions to reduce their full promotion potential and to restructure the positions to support new priority programs.
- Realignment of resources across OITA will increase efficiencies in managing assistance agreements and contracts, which should reduce the number of staff needed to administer these vehicles. Some work currently supported by employees at the GS-13, 14, and 15 grade levels -- in both the international and tribal programs -- can be reassigned to staff at lower grades.

OITA will target a total of six positions in accordance with the targeted position spreadsheet.

VSIP

VSIP will be offered for each of the six targeted positions, with a maximum of five offers being accepted. If OITA receives and accepts the maximum number of requests, \$125,000 will be required for buy-outs.

A number of staff who occupy the targeted positions are already retirement eligible. VSIP will serve as an incentive for these employees to retire from federal service.

VERA

Nineteen employees in OITA are VERA eligible. The estimate of the total number of employees in the office who are expected to take early retirement is two.

The administration's focus on a smaller number of key international and tribal programs will result in the need for fewer higher-graded employees as program leads. Reductions in major initiatives may necessitate the transfer of up to ten OITA employees to other parts of the agency. OITA may also need to make significant changes to portfolio assignments for up to twenty other employees as a result of rapidly changing focus areas for our programs. OITA seeks VERA authority as one option for alleviating the need to transfer employees.

Budget Information

Table A - Direct Costs for VERA / VSIP		2017	2018	2019		
5	<-- Targeted Positions for VSIP Buyout x \$25,000	\$125,000	\$0	\$0		
Annual Leave Payout for Targeted Positions for VERA, Optional Retirement or Resignation (Hourly rate based on the average grade and step of the targeted pool x (240 + 150 AL hours) x Targeted Positions (@ G14/Step 5))		\$106,459	\$0	\$0		
Total Maximum Direct Costs		\$231,459	\$0	\$0		

Table B - Estimated Savings for FY 2018 through FY 2019		2017	2018	2019	Factors	
A	Pre-VERA / VSIP Annual Payroll Costs (before VERA/VSIP): FY 2017 - 05/15/17 on-board count; increased 3.25% each year for increased costs (1.9% COLA, promotions, etc)	\$12,300,000	\$4,190,277	\$3,683,626	3%	103%
B	VERA / VSIP Payout Cost (\$25,000 x Targeted Positions)	\$125,000	\$0	\$0		
C	Leave Payout Cost (presumes 240 ceiling hours at average salary plus 150 hours earned in 2017) @ G14/Step 5	\$106,459	\$0	\$0		
D	Payroll Savings (Payroll @ G14/S5 Targeted VERA/VSIP participants @ end FY 2017)	\$0	(\$871,723)			
5	E <-- Payroll for new hires @ G9/Step 1 for two-thirds in FY 2018		\$249,123	\$389,726	0.66 FTE mid-Feb - Sept, 2018)	
F Post VERA/VSIP Annual Payroll Cost (F = A + B + C + D + E)		\$12,531,459	\$3,567,676	\$4,073,351		
G	Pre-VERA / VSIP Annual WCF Costs (before VERA/VSIP)	\$574,466	\$221,190	\$228,379		
H	Working Capital Fund Savings (7.15K in FY17; projected increase of 2%/year)		(\$36,500)	(\$37,230)		
I	Working Capital Fund Costs for New Hires for two-thirds in FY 2018		\$24,090	\$37,230		
J	WCF Costs for VERA / VSIP (J = G + H + I)	\$574,466	\$208,780	\$228,379		
Projected Savings with VERA / VSIP (F + J)		\$13,105,925	\$3,776,456	\$4,301,730		

#	Total VERA/VSIP Target	FTE	80.3	30.3	FY19 Payroll increase --->	3.25%
33%	Grade / Step = GS 14 / 5 Salary	Full Year	\$126,960	\$131,086	\$132,397	hr/year
350	Grade / Step = GS 14 / 5 Benefits		\$41,897	\$43,258	\$43,691	2087
	WCF Costs in 2017 is \$7,154		\$7,154	\$7,300	\$7,446	\$60.83 per hour
#	Total New Hires Target					
	Grade / Step = GS 9 / 1 plus 33% benefits		\$54,974	\$56,761	\$58,605	
	Grade / Step = GS 14 / 5 Benefits		\$18,141	\$18,731	\$19,340	

Xi. Office of Land and Emergency Management

The Office of Land and Emergency Management is requesting approval authority for the use of VERA and VSIP.

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix through efficiencies and technology;
- Streamline OLEM's national workforce by reducing and reshaping the current top-heavy GS-13/14/15 grade structure to create opportunities for recruiting at lower grade levels for alignment with the agency's highest priorities;

- Restructure existing staff layers to improve organizational productivity while reducing the staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a number of vacancies at lower grades (GS-7/9/11) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization.

OLEM currently employs 494 permanent employees. Of these, 112 are eligible for voluntary retirement, 134 are eligible for early retirement, and 451 are eligible for voluntary separation payments. OLEM plans to target 219 positions with a maximum of 94 offers. Both the VERA and VSIP opportunities will be offered to staff in targeted series in OLEM. The estimated number of employees expected to take early retirement is 24 employees (25%). Because OLEM will be restructuring and not eliminating positions, we expect to rehire approximately 94 positions.

OLEM manages the agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields redevelopment, and accidental releases from oil and chemical facilities.

Under the Resource Conservation and Recovery Act, the Office of Resource Conservation and Recovery is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA regional offices and state programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

(1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs.

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving, effective oversight can be achieved with fewer personnel resources.

(2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and on economic redevelopment possibilities, while suspending work on sites or portions of sites that are low risk and have low potential for redevelopment. This will result in a streamlined organization. Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions.

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. Community Involvement Coordinators (CIC) work with community members throughout the cleanup process. On-Scene Coordinators and Remedial Project Managers also have significant roles along with input from hydrogeologists, toxicologists and ecological risk assessors and grants/project officers that administer cooperative agreements to states for their participation in the process.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to implement all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This will require careful allocation of resources to the completion of the other phases of the process, such as Record of Decision, and Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP			
Total VSIP Amount	Max # of V/V Offers	Annual Leave Payout	Total
<i>A</i>	<i>B</i>	<i>C</i>	<i>A x B</i>
\$25,000	94		\$2,350,000
Hourly rate based on the average grade and step of the targeted pool			<i>AxBxC</i>
\$65.43	94	240	\$1,476,101
Total Maximum Direct Costs			\$3,826,101

Table B – Estimated Savings for FY 2018 through FY 2019			
	FY-17 OP Plan	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 82,364,000.00	\$63,776.00	\$62,725.00
B. VERA/ VSIP Payout Cost	\$ 2,350,000.00		
C. Leave Payout Cost	\$ 1,476,101.00		
D. Post VERA/VSIP Annual Payroll Cost	\$ 86,190,101.00		

***E. Payroll for # New Hires	\$ 5,167,368.00	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 81,022,733.00	
**G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,458,000.00	
**H. Post VERA/VSIP Annual WCF Cost	\$ 2,800,000.00	
**I. WCF for # New Hires	\$ 658,000.00	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ -	
Projected Savings with VERA/VSIP (F + J)	\$ 81,022,733.00	

Notes:

* Payroll saving calculations for direct costs and estimated savings are based on GS-13, Step 5 in Washington, D.C. annual salary as of January 2017 is \$107,435 or \$51.48 per hour, with an additional 27.10% and 1% increase to hourly figures to account for benefits, hourly amount which equals to \$65.43 or \$136,549.88 annually.

**Working Capital Fund costs are based on an annual rate of \$7,000 per position per year for computer, telephone, and internet access. Cost for 94 positions for one year is (\$7,000 x 94 = \$658,000).

***Payroll calculations for 94 new hires are based on entry level (GS-9, Step 1, \$54,972.00 includes 27.10% and 1% GS

XII. Office of Research and Development

The Office of Research and Development plans to reshape its workforce to place a greater focus on the science supporting the Administrator's priorities of (1) supporting core drinking water/clean water infrastructure projects; (2) implementing TSCA reform; (3) bringing about measurable changes in communities with Superfund sites; and (4) attaining the air quality standards. Our plan is to accomplish this through the restructuring of our workforce by consolidating our Las Vegas workforce to other ORD locations, bringing our supervisor-to-staff ratio in line with agency standards, and reducing the number of highly graded, non-supervisory staff position.

Without the eliminated/restructured positions, ORD will have the increased opportunity to maintain its core post-doctoral program that provides technical expertise in cutting-edge scientific areas supporting the agency's priorities, as well as to create vacancies to recruit staff at the entry level with the skill sets needed to support our core functions. Additionally, reducing the number of employees at our LV facility will allow us to reduce the footprint in leased space, eventually allowing us to reallocate those funds to other high priority initiatives.

ORD plans to use the VERA, in conjunction with the VSIP, as an incentive to implement these restructuring strategies. ORD historically has a low attrition rate, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. Together, these two

authorities provide the most favorable opportunity for the organization to meet its goals while offering an attractive incentive for eligible employees to elect to leave the organization.

VSIP will be offered to a maximum of 183 employees with an estimated 55 (or 30%) accepting the offer. These offers will be made to retirement or early out (VERA) eligible employees located in L.V, Nevada; eligible employees who are non-supervisors at the GS-14 and above grade level (to include SES, ST, SL); and eligible supervisors with <5 employees. ORD's labs, centers, and offices are all unique in how they support the priorities of the agency. Each will handle restructuring under the three scenarios slightly different based on their current staffing needs, mainly through a variance in the maximum offers by geographic location, series, and grade. Our attached template takes those considerations into account and includes numbers based on the LCO specific requests. ORD will not have any changes to its organizational chart as a result of these offers.

ORD currently has 1564 non-temporary employees. Of those, 322 employees are eligible for early retirement. VERA will be offered to 66 of the non-temporary employees in ORD. The estimate of the total number of employees in ORD who are expected to take early retirement is 13 (20%). ORD does not anticipate any involuntary separations, downgrades or transfers as a result of this restructuring. It is anticipated that it will be necessary to implement a limited number of details and reassignments as a result of the VERA in order to continue our restructuring/reshaping process. We anticipate some reassignments specifically associated with our goal to increase the supervisor/staff ratio in ORD. VERA will help us move toward that goal. Additionally, a reduction in the number of high graded non-supervisors as a result of this VERA will allow ORD to bring in new, lower graded employees with skills to take on work to support the agency's core functions, as well as continue our focus on our post doc program. Please see the targeted position spreadsheet for detailed information for each job series.

Budget Information

Table A – Maximum Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	183 x \$25,000 = \$ 4,575,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 3,030,480
Total Maximum Direct Costs	\$ 7,647,040

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$270,216,263	\$262,109,775
B. VERA/ VSIP Payout Cost	\$1,375,000	\$0
C. Leave Payout Cost	\$910,800	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$261,204,513	\$252,935,814
E. Payroll for # New Hires	\$1,480,752	\$3,014,811
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$5,245,198	\$6,159,150
G. Pre-VERA/VSIP Annual WCF Cost	\$10,772,042	\$10,987,482
H. Post VERA/VSIP Annual WCF Cost	\$10,414,405	\$10,622,692
I. WCF for # New Hires	\$203,028	\$182,784
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$154,610	\$182,006

Projected Savings with VERA/VSIP (F + J)	\$5,399,808	\$6,341,157
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Budget assumptions:

Table A:

Targeted x 25,000: Assumes max (cap) of 183 (because calculation is for maximum costs) accept \$25K each for a total of \$4.575M

Annual Leave Pay Out: The average hourly rate across the entire targeted pool is about \$69 x 183 max (cap) x 240 hours for a total of \$3,030,480

Table B:

A: Amounts of PC&B for all of ORD, 3% historical attrition applied to 2018 number, COLA is 1.8% for 2018 and assumed to be the same for 2019.

B: Assumes that of 183 max (cap), 55 of the cap will accept (30% targeted). $55 \times 25000 = \$1.375M$ for FY18 (we assume that all VERA/Retirements must occur by 9/30/17), and we currently assume that no additional VERA/VSIP is planned for FY18 or FY19 though we would like to be able to pursue that option if necessary and possible.

C: Assumes that (from line B) with 55 accepting, with 240 hours leave at an average hourly rate of \$69, this is $\$69 \times 55 \text{ accepting} \times 240 \text{ hours}$ for a total of \$910,800

D: Amounts of PC&B estimated for 55 accepting and leaving with \$145,000 average salary of targeted and 13% benefits % of PC&B estimate, so (Line A) - $(55 \times \$145,000 \times 113\%) = \$261,204,513$ for FY18 and the same amount times 101.8% for COLA for FY19 or (Line A) - $(55 \times \$145,000 \times 113\% \times 101.8\%) = \$252,935,814$

E: We assume that of 55 departing, 28 new hires would be made at lower pay grades. Assume the average hourly rate of \$45/hour, and with 13% benefits, and assume that the average new hire works half the year, $(28 \times \$45 \times 2080 \times 113\% \times 50\%) = \$1,480,752$ for FY18, and the same amount times 101.8% for COLA for FY19 and assuming those same new hires work the whole year, $(28 \times \$45 \times 2080 \times 113\% \times 101.8\%) = \$3,014,811$

G: By taking the \$6275 average WCF cost/year for 2017 for all ORD FTE and multiplying it by 1683 FTE and by 102% for the FY18 increase it is: $1683 \times 102\% \times \$6275 = \$10,772,042$ and then $\$10,772,042 \times 102\% = \$10,987,482$ for FY19

H: \$6375 is the average WCF cost/year for 2017 of the targeted employees. Assuming 55 accept and depart, and 2% is the annual increase in cost, (Line G) - $(\$6375 \times 102\% \times 55) = \$10,414,405$ for FY18 and (Line G) - $(\$6375 \times 102\% \times 102\% \times 55) = \$10,622,692$ for FY19.

I: \$6275 is the average WCF cost/year for 2017 of the targeted employees. 2% is the annual increase in cost. So $\$6275 \times 102\% = \6400 . Additional one-time background check costs are \$4051/employee. If 50 new hires are made throughout FY18, and on average they work for half the fiscal year, that cost would be $(\$6400 \times 50\% \times 28) + (\$4051 \times 28) = \$203,028$ for FY18 and presumably they'd work all of FY19, so it would be $(\$6400 \times 102\% \times 28) = \$182,784$

XIII. Office of Water

The Office of Water (OW – Washington, DC and Cincinnati, OH) will use the VERA and VSIP authorities to:

- Reduce and rebalance our current grade structure by reducing GS-13s and GS-14s, non-supervisory GS-15s, and supervisory and non-supervisory SLs to adjust skill and grade levels.
- Restructure our programmatic and administrative positions to refresh skill sets to address modern and ever-changing technologies, enhance collaboration and coordination, and deal with increasingly complex technical and scientific challenges.
- Reshape current workforce to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities in current and potentially different series to create a higher-performing organization.
- Assess on an ongoing basis our position management structure and make future changes based on staff attrition and changing technology.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

The office will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. This will allow us to recruit at the entry-level for positions working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. Other positions, to the extent feasible and practical, will be restructured through the transfer and retraining of staff with outdated skill sets or staff that are currently focused on work activities that will not be emphasized in the future.

How VSIP will be used in conjunction with VERA

OW will use the VERA authority to increase the number of positions in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are 85 targeted positions that are eligible for voluntary (optional) retirement and eligible to accept a VSIP offer without VERA approval. The number of VERA employees eligible for a VSIP is 67 so by adding VERA, the number of targeted positions who are eligible to accept a VSIP offer increases to 152 and improves the probability of reaching the OW goal to realign resources. Additionally, by adding employees who are eligible for VSIP only (239) and not eligible for voluntary or early retirement, it increases our number of positions in targeted job series to 391. OW will make VERA and VSIP offers simultaneously to all employees in targeted positions during the same offer period. A total of 30 VSIP offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of OW reaching the goals of restructuring and reshaping the workforce. OW will approve up to 30 VSIPs, each up to the maximum of \$25,000 or the amount of severance pay to which an employee is entitled (whichever is less).

VERA-Specific Information

Number of non-temporary employees in OW undergoing change	391
Number of non-temporary employees in OW who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation	5
Number of employees in OW who are eligible for early retirement (excluding employees eligible for optional retirement)	67
The estimate of the total number of employees in OW who are expected to take early retirement is:	5

The actions listed below provide a description of the types of personnel actions anticipated as a result of OW's need for voluntary early retirement authority:

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish and/or Reclassify Positions
- Voluntary Retirements
- Internal and External Recruitments

Budget Information

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
(1) Annual Leave Pay Out for 1 SL targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$20,342
(2) Annual Leave Pay Out for 11 GS-15 step 7 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$181,850
(3) Annual Leave Pay Out for 9 GS-14 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$135,261
(4) Annual Leave Pay Out for 9 GS-13 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$114,462
Total Maximum Direct Costs	\$1,221,513

- 1) Hourly salary of an SL employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$84.76 \times 240 = \$20,342 \times 1 = \$20,342$$

- 2) Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$75.77 \times 240 = \$18,185 \times 11 = \$200,035$$

- 3) Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$62.62 \times 240 = \$15,029 \times 9 = \$135,261$$

- 4) Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$52.99 \times 240 = \$12,718 \times 9 = \$114,462$$

- 5) $\$750,000 + \$20,342 + \$200,035 + \$135,261 + \$114,462 = \$1,220,100$

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$97,868,232	\$97,916,549
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	\$92,302,143	\$92,302,143
E. Payroll for # New Hires	\$951,710	\$1,525,163
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$4,609,281	\$4,079,045

G. Pre-VERA/VSIP Annual WCF Cost	\$4,221,000	\$4,221,000
H. Post VERA/VSIP Annual WCF Cost	\$4,011,000	\$4,011,000
I. WCF for # New Hires	\$78,750	\$105,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$131,250	\$105,000
Projected Savings with VERA/VSIP (F + J)	\$4,740,531	\$4,184,045

A (FY18). Pre-VERA/VSIP Payroll costs are calculated based on OW's workforce salary as of May 1, 2017 plus step increases for one-third of the V-V departures, with an additional 35% increase added to account for benefits. See attachment 4 for further details.

$$(\$72,459,197 + \$35,790) + 35\% = \$97,868,232$$

A (FY19). Pre-VERA/VSIP payroll costs are calculated based on OW's 2018 payroll estimate, plus step increases for one-third of the V-V departures. See attachment 4 for further details.

$$(\$72,494,987 + \$35,790) + 35\% = \$97,916,549$$

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Salary calculations are based on the annual salary of the employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered. See attachment 4 for further details.

$$\begin{aligned}
 \text{SL} & \quad \$176,303 \times 1 = \$176,303 \\
 \text{GS 15/7} & \quad \$158,123 \times 11 = \$1,739,353 \\
 \text{GS 14/6} & \quad \$130,692 \times 9 = \$1,176,228 \\
 \text{GS 13/6} & \quad \$110,595 \times 9 = \$995,355 \\
 \text{Total FY18 payroll costs for targeted VERA/VSIP positions} & = \$4,087,239 + \$32,013 \text{ in step increases} = \\
 & \$4,119,252 + 35\% = \$5,560,990 \\
 \text{Total FY19 payroll costs for targeted VERA/VSIP positions} & = \$4,119,252 + \$32,013 \text{ in step increases} = \\
 & \$4,151,265 + 35\% = \$5,604,208
 \end{aligned}$$

D (FY18). Pre-VERA/VSIP payroll costs minus total payroll costs for targeted VERA/VSIP positions. See attachment 4 for further details.

$$\$72,491,210 - \$4,119,252 = \$68,371,958 + 35\% = \$92,302,143$$

D (FY19). Pre-VERA/VSIP 2018 payroll costs minus total payroll costs for targeted VERA/VSIP positions.

$$\$72,523,223 - \$4,151,265 = \$68,371,958 + 35\% = \$92,302,143$$

E (FY18) Nine-month period assumes an entry-on-duty date January 1, 2018. Salary calculations are based on three quarters of the annual salary for the described grades as of January 2017 for an employee in Washington, D.C. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment for 4 for further details.

$$\begin{aligned}
 \text{GS 9/1} & \quad \$54,972 \times 5 = \$274,860 \times .75 = \$206,145 \\
 \text{GS 11/1} & \quad \$66,510 \times 10 = \$665,100 \times .75 = \$498,825 \\
 \text{Total} & \quad \$206,145 + \$498,825 = \$704,970 + 35\% = \$951,710
 \end{aligned}$$

E (FY19) Assumes new hires will be onboard for the entire fiscal year. Salary calculations are based on the annual salary for the described grades as of January 2017 for an employee in Washington, D.C., plus grade

increases for the FY18 new hires. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment 4 for further details.

GS 9/1	\$274,860 + \$57,690 = \$332,550
GS 11/1	\$665,100 + \$132,100 = \$797,200
Total	\$332,550 + \$797,200 = \$1,129,750 + 35% = \$1,525,163

F (FY18) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,863,134 - \$0 - \$0 - \$92,302,143 - \$951,710 = \$4,609,281$$

F (FY19) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,906,351 - 0 - 0 - \$92,302,143 - \$1,525,163 = \$4,079,045$$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$$\$7,000 \times 603 \text{ on-boards} = \$4,221,000$$

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\begin{aligned} \$7,000 \times 30 &= \$210,000 \\ \$4,221,000 - \$210,000 &= \$4,011,000 \end{aligned}$$

I (FY18). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access. Cost for 9 months is \$5,250.

$$\$5,250 \times 15 = \$78,750$$

I (FY19). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted new hires.

$$\$7,000 \times 15 = \$105,000$$

J (FY18) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$78,750 = \$131,250$$

J (FY19) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$105,000 = \$105,000$$

FY18 Projected Savings with VERA/VSIP

$$\$4,609,281 + \$131,250 = \$4,740,531$$

FY19 Projected Savings with VERA/VSIP

$$\$4,079,045 + \$105,000 = \$4,184,045$$

XIV. Region 1

Business Case

Region 1 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts/goals in three areas: consolidate/reduce administrative support; reduce/restructure highly graded positions; and restructure positions to focus on technical and programmatic priorities and core business functions.

Region 1 employs 567 non-term employees. Currently, 137 (24%) of our workforce is eligible for a Regular Retirement, and 201 (36%) of our workforce is eligible for an Early Retirement. While we have made good progress in shaping a workforce to meet our mission's objectives, the region's continued low attrition ranging from 3% to 4% per year has slowed our efforts to restructure the workforce and achieve efficiencies. Using a strategic but narrow approach to identifying eligible positions in each Division, we believe that VERA/VSIP can accelerate our workforce restructuring goals. Region 1 senior leaders have determined that offering VSIP in conjunction with VERA will increase our ability to meet these goals.

Region 1 will offer a total of 36 VERA/VSIP opportunities to 112 positions which are eligible for either a Regular Retirement or an Early Retirement. Region 1 will not be offering VSIP to employees not currently eligible for Regular Retirement or an Early Retirement, as management has determined, with our narrow approach, the skill sets and positions established are needed to support mission objectives. The estimate of total number of employees in the region to take an early retirement is seven. Administrative and Support Functions: As the region adopts new technologies, employs Lean principles to our operations, and centralizes certain functions, our administrative and support needs continue to change. In the case of the VERA/VSIP opportunities offered to administrative and support functions, the remaining work will be pooled or absorbed with existing positions, or restructured into lower graded, part-time positions.

Region 1 will offer a maximum of 5 VERA/VSIP opportunities to 9 individuals/positions in the Boston, Massachusetts location.

Reduce and/or Restructure Highly Graded Positions: Region 1 plans to reduce the number of high graded technical experts and senior policy advisors to better reflect the current priority work. For emerging priority needs, the region will work with our SSC to restructure technical expert positions and senior policy advisors consistent with classification standards used across the agency. In instances where the position is eliminated, remaining work will be redistributed to grade appropriate positions, or the position may be reclassified at a lower grade level and considered for reassignment. To support a greater balance of grade levels across the region we may consider entry-level hiring for positions needing new skill sets or expertise not readily available within the region.

Region 1 will offer a maximum of 12 VERA/VSIP opportunities to 27 individuals/positions: 3 VERA/VSIP opportunities to employees in Chelmsford, MA; and 9 VERA/VSIP opportunities to employees in Boston, Massachusetts location.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP	
36 of Targeted Positions for VSIP x \$25,000	\$ 900,000
Annual Leave Pay Out for 36 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 665,219
Total Maximum Direct Costs	\$ 1,565,219

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	93,872,740 *	96,233,640
B. VERA/ VSIP Payout Cost	900,000	
C. Leave Payout Cost	665,219**	
D. Post VERA/VSIP Annual Payroll Cost	88,301,517***	90,662,416
E. Payroll for # New Hires	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	4,006,004	5,571,223
G. Pre-VERA/VSIP Annual WCF Cost	2,774,000	
H. Post VERA/VSIP Annual WCF Cost	2,630,000	
I. WCF for # New Hires	0	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	144,000****	
Projected Savings with VERA/VSIP (F + J)	4,150,004	5,571,223

XV. Region 2

Business Case

Region 2 proposes to extend a maximum of 30 VERA/VSIP offers, up to 27 to employees with a New York, NY duty station and up to three to employees with an Edison, NJ duty station. These fall into three of the six major themes identified by the agency.

- Consolidate and streamline functions/activities/reduce number of programs. Consolidate or Reduce Administrative or Support Functions. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Absent a VERA/VSIP, we would anticipate no involuntary actions of an adverse nature; some employees would need to be reassigned. We do not anticipate undertaking a reorganization following the implementation of this VERA/VSIP proposal. Therefore, we are providing a single set of organization charts. The theme-based paragraphs above convey a sense of how the region would operate with certain positions eliminated and others filled at lower grades, different series, or with a different set of programmatic responsibilities. We anticipate that personnel actions as a result of VERA/VSIP implementation would include a modest number of reassignments, details, and merit promotions. We may also proceed with external hires at the entry level based on feasibility and degree of need.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 750,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions} *	\$ 506,928
Total Maximum Direct Costs	\$ 1,256,928

Table B – Estimated Savings for FY 2018 through FY 2019		
	<i>FY 2018 Estimate</i>	<i>FY 2019 Estimate</i>
A. Pre-VERA/VSIP Annual Payroll Cost*	\$ 122,506,481	\$ 125,262,877
B. VERA/ VSIP Payout Cost	\$ 750,000	\$ -
C. Leave Payout Cost	\$ 506,928	\$ -
D. Post VERA/VSIP Annual Payroll Cost	\$ 118,030,977	\$ 120,675,485
E. Payroll for # New Hires **	\$ 577,588.44	\$ 1,155,177
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 2,640,988	\$ 3,432,215
G. Pre-VERA/VSIP Annual WCF Cost ***	\$ 3,887,000	\$ 3,887,000
H. Post VERA/VSIP Annual WCF Cost ***	\$ 3,767,000	\$ 3,767,000
I. WCF for # New Hires	\$ 60,000	\$ 60,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 60,000	\$ 60,000
Projected Savings with VERA/VSIP (F + J)	\$ 2,700,988	\$ 3,492,215

XVI. Region 3

Business Case

Region 3 is requesting VERA/VSIP authority to increase its flexibility in implementing efficiency measures by eliminating positions, restructuring positions and reassigning staff to priority programs. The region is currently at FTE ceiling. The current attrition rate of 3-4% annually, would not allow the region to pursue the efficiency measures without VERA/VSIP incentives. To achieve the reductions needed to implement the efficiency measures, VERA/VSIP will be offered to employees in most job series and grades within targeted levels. The region is not proposing to reorganize as a result of VERA/VSIP however it is anticipated that reassignments and limited merit promotion actions will be required as a result of the VERA/VSIP. Future reorganizations would be based on outcomes from new initiatives and policy directions and the response to VERA/VSIP. The region is proposing the following actions to increase efficiency and effectiveness of agency programs and regional operations:

1. Delayering.

On average, the supervisor to staff ratio in the region is 1:8. The ratios vary widely by Divisions and there are opportunities to reorganize functions in order eliminate supervisory positions and decrease supervisory layers. -In addition, an increased focus on scientific positions has reduced the need for Supervisory Environmental Protection Specialists.

2. Consolidate or reduce administrative functions.

Improvements in technology and decreased dependence on paper has made many traditional administrative and clerical functions obsolete. By offering VERA/VSIP to all grades in the administrative and clerical series, these support functions can be consolidated.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

The region has over 85 non-supervisory GS-14/15 positions. Offering VERA/VSIP to all eligible staff in this population will help reduce the number of GS-14 and 15 employees. Remaining non-supervisory GS-14/15s can be reassigned to vacated supervisory positions where suitable.

Forty percent of the region is a GS-13. While there is a need to maintain higher graded staff to provide leadership and subject matter expertise to programs, the region is weighted heavily in higher grades. Through attrition gained by VERA/VSIP, the region will restructure functions and reassign work to the existing positions. The region has over 100 entry level interdisciplinary scientists at the GS-07/09/11/12 level who can be reassigned to new functions to backfill critical areas. These entry level staff will benefit from cross training early in their career and build the capability of the next generation of agency leaders. The region does not anticipate backfilling any of the positions with external candidates, though there may be opportunities for reassignments and merit promotion actions within the existing workforce.

Commented [SM6]: 11 & 12 are not "entry-level grades, so I deleted them

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. These functions are filled by staff in a range of positions, series and grades. By offering VERA/VSIP widely, staff remaining in these functions can be shifted to new program requirements.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 3,975,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the GS-13/6 x 240 x 159 of Targeted Positions}	\$ 2,175,120
Total Maximum Direct Costs	\$ 6,150,120

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$116,497,924	116,497,923
B. VERA/ VSIP Payout Cost*	-\$ 3,975,000	\$0
C. Leave Payout Cost*	-\$ 2,175,120	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$111,000,434	\$111,000,434
E. Payroll for # New Hires**	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions*** (F = A – B – C – D – E)	\$11,647,610	\$5,497,490
G. Pre-VERA/VSIP Annual WCF Cost	\$1,257,660	\$1,257,660
H. Post VERA/VSIP Annual WCF Cost	\$1,205,055	\$1,205,055
I. WCF for # New Hires	0	0
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$52,605	\$52,605
Projected Savings with VERA/VSIP (F + J)	\$11,700,215	\$5,550,095

Assumptions:

*No payroll will be expended in FY'18 to support Voluntary Incentive Payments or Leave payouts.

**No external vacancies will be created as a result of eliminating 35 positions through VERA/VSIP.

***Payroll savings estimate is based on the elimination of 35 positions at the GS-13/6 level in the Philadelphia locality with a 32% benefit rate (\$157, 014/employee).

XVII. Region 4

Business Case

As Region 4 continues to acquire the skills needed to perform current and emerging technical, analytical and programmatic work of the organization, we will need skill sets that are multidisciplinary, highly analytical, creative, and flexible. Building on our FY 2014 VERA/VSIP efforts in restructuring the workforce to create a higher-performing organization, we will utilize these authorities to continue to focus on optimizing our workforce in support of the agency's and region's mission critical priorities. The VERA and VSIP authorities will allow region 4 to continue to garner efficiencies and better serve customers. Region 4 will align grade levels and restructure the workforce to recruit new skills and competencies in support of evolving agency needs and mission critical core programs; and, meet technical, operational, financial, and programmatic challenges facing the organization. This will include providing training and assistance to our state counterparts and addressing critical infrastructure needs within the region, in addition to, increasing the number of employees trained and working in core program areas (i.e., biological sciences, environmental engineering, physical sciences, and project management) while reducing certain administrative/clerical series and other functions related to non-core program work.

Region 4 will reduce positions which are obsolete and/or do not provide optimum flexibility in staffing environmental programs, technical, mission support, information and operations positions. Readjusting priorities, we will have the opportunity to recruit skills to meet emerging technical and programmatic needs. In consolidating position functions into other technical positions, we will improve flexibility and

increase efficiency of core mission functions. We will reshape the workforce where the demand for specific skills is no longer there, place expertise in needed areas; and, recruit at lower grades where gaps are identified.

Region 4 has been a leader in working with state and private partners to develop tools to increase the capacity of state and local governments to adopt and implement more efficient policies, practices and incentives. In continuing cooperative federalism, we intend to take advantage of the efficiencies created by those tools, including technology, information and collaborative problem solving. Our partnership with states and tribes will allow us to focus efforts to realign resources, streamline and merge functions across the organization, reduce redundancies and subsequently strengthen our support of state and tribal functions.

Region 4 continues to evaluate opportunities for consolidation or realigning resources for compliance and enforcement activities. The region has identified opportunities to achieve near term workforce reductions to achieve a more efficient and focused enforcement and compliance program. Region 4 will capitalize on workforce reductions to create more efficiencies by aligning with the agency's strategic direction and support efforts to manage shortfalls in extramural funding experienced over the past few years. Priorities will be realigned with personnel focusing efforts on addressing high risk sites and on economic redevelopment possibilities. The region will continue to reallocate resources to achieve completion of site clean ups through fund lead or enforcement lead work. As a result, it is anticipated that the efforts will lead to program efficiencies and further streamline program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals.

As positions are vacated, Region 4 will review to determine appropriate restructuring. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties and grade level(s) appropriate for the scope of work performed. In some cases, the duties of a vacated position may be reassigned to another position.

The aforementioned efforts will facilitate strategic workforce planning to ensure mission critical positions are filled and hiring priorities are adjusted to correct any anticipated significant competency gaps within the organization.

Budget Information

Table A – Direct Costs for VERA/VSIP	
26 of Targeted Positions for VSIP x \$25,000	\$ 650,000
Annual Leave Pay Out for 26 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 320 x 26 Targeted Positions}	\$ 400,563
Total Maximum Direct Costs	\$1,050,563

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$129,607,885	\$133,359,037

B. VERA/ VSIP Payout Cost	\$650,000	
C. Leave Payout Cost	\$400,563	
D. Post VERA/VSIP Annual Payroll Cost	\$125,967,885	\$129,613,687
E. Payroll for 15 New Hires	\$884,820	\$1,813,881
F. Payroll Savings for 26 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,704,617	\$1,931,469
G. Pre-VERA/VSIP Annual WCF Cost	\$4,059,000	\$4,059,000
H. Post VERA/VSIP Annual WCF Cost	\$3,942,000	\$3,942,000
I. WCF for 15 New Hires	\$33,750	\$67,500
J. WCF Savings for 26 VERA/VSIP Targeted Positions (J = G – H – I)	\$83,250	\$49,500
Projected Savings with VERA/VSIP (F + J)	\$1,787,867	\$1,980,969

XVIII. Region 5

Business Case

Both the VERA and VSIP opportunities will be offered to a maximum of 79 employees in targeted occupations, and grade levels located within EPA Region 5. Region 5 will target 182 positions and a maximum of 79 offers will be made. Decisions on who receives VERA and VSIP will be prioritized based upon the employee's permanent official position of record, occupational series, and grade level. Decisions about who receives VERA and VSIP will be prioritized based upon the employee's official Service Computation Date-LEAVE, with precedence given to those with the highest years of combined service at the EPA should two or more applicants within a VERA and VSIP eligible category have the same Service Computation Date-LEAVE.

Our shifting mission requirements and need for efficiencies require the region to reduce, rebalance, and restructure our workforce in a manner not possible through current attrition rates, which have averaged about 4%, without the use of VERA/VSIP. Region 5 is seeking VERA/VSIP authority to focus on ensuring that critical positions and job series are maintained and occupied with employees with the appropriate skills to meet our mission. Opportunities to gain efficiencies through consolidation and restructuring to increase the staff to supervisory ratio while rebalancing the top-heavy specialist positions into entry-level generalist positions are described in detail below.

Information Required for VERA and VSIP Requests

As part of our planning process, we reviewed our workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reshaping to accommodate shifting priorities in the agency and within the region. In addition to targeting positions that will be eliminated, we plan to use VERA and VSIP to target organizations and/or job series that could provide efficiency opportunities by moving to broader scientist/engineer series by restructuring higher graded specialist positions. This should provide for flexibility in the workforce regardless of budget constraints. We plan to reduce and restructure our workforce through a multi-pronged approach of consolidating duties, reducing branches and sections within most divisions/offices, and addressing the changing nature of workforce skill requirements.

Region 5 has a substantial number of employees eligible for optional retirement and an even higher number of VERA-eligible employees. However, given our low attrition rate and the fact that many of

our optional retirement-eligible employees have continued to work years beyond retirement eligibility, we are requesting authority to offer VERA with VSIP to supplement our number in order to reach our goal of 79 voluntary separations.

Offering VERA with VSIP is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and gain the skillsets needed to meet current and future mission needs.

VERA Specific Information

Region 5 employs 1,075 permanent employees.

There are 244 employees currently eligible for retirement, with an additional 42 becoming eligible by the end for this calendar year. There are 278 employees eligible for VERA under the plan, with an additional 3 becoming eligible by the end of the calendar year.

The estimate of the total number of employees in the agency/organization who are expected to take early retirement is nine (9).

As a result of the agency's need for VERA, Region 5 anticipates the following personnel actions may be necessary:

- Directed reassignments
- Details
- Temporary promotions
- Voluntary separations
- Abolish and/or reclassify positions

Budget Information

The estimated direct maximum costs associated with VERA and VSIP is \$3,227,877. Table A provides details of the direct costs associated with VERA and VSIP. Savings projected through FY 2019 as a result of the VERA and VSIP are estimated to be nearly \$12 million. Table B provides the detailed calculations of the savings achieved in FY 2018 and FY 2019. The savings will be used to meet Region 5's ongoing program goals and responsibilities.

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 4)	
79 Targeted Positions for VSIP X \$25,000 (maximum cash buy-out)	\$1,975,000
Annual Leave Buyout for 79 Targeted Positions for VERA, Optional Retirement or Resignation (\$49.56 per hour X 320 hours X 79)	\$1,252,877
Total Maximum Direct Costs	\$3,227,877

Table B - Estimated Savings for FY 2018 through FY 2019		
	Estimated FY 2018 Savings	Estimated FY 2019 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)	\$152,765,000	\$152,765,000

B. VSIP Buyout (\$25,000 X 79)	\$1,975,000	\$0
C. Leave Payout Estimate (presumes 320 hours at GS-12 Step 10 salary \$49.56/hour)	\$1,252,877	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$141,385,050	\$141,385,050
E. Payroll for New Hires	\$0	\$0
F. Payroll Savings (F = A – B – C – D – E)	\$8,152,073	\$11,379,950
G. Pre-VERA/VSIP Annual WCF Cost	-	-
H. Post VERA/VSIP Annual WCF Cost	-	-
J. Working Capital Fund Savings*	\$316,000	\$316,000
Total Projected Savings with VERA/VSIP (F + J)	\$8,468,073	\$11,695,950

XIX. Region 6

Business Case

Region 6 proposes a broad VERA/VSIP offering to over 200 of our current on-board employees in anticipation of a restructuring of organizational components, consolidation of functions, and delayering of management to achieve both near-term workforce reductions and to establish a more efficient organization better aligned to accomplish the agency's strategic direction. -Region 6 identified 147 maximum offers that will be made under the VERA/VSIP program, and will extend those offers to employees in all job series and grades within targeted levels, consistent with our goal of fully utilizing the VERA/VSIP programs to reshape our organization. Region 6 is proposing the following actions to increase efficiency and effectiveness of agency core environmental programs and regional operations:

1. Delayering.

Region 6 has identified opportunities to organize our functions and organizations in order to eliminate supervisory positions and decrease supervisory layers. -Organizational options to delayer our organization will be identified at the completion of the VERA/VSIP program when a better understanding of vacated positions is known. Therefore, future organizational charts will not be submitted at this time.

2. Consolidate or reduce administrative functions.

As a result of Region 6's use of technology improvements, online collaborative tools and decreased dependence on paper, many traditional administrative and clerical functions are becoming obsolete. By offering VERA/VSIP program to all grades in the administrative and clerical series, these support functions can be more efficient through consolidation and savings can be focused on priority work.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the region. Approximately 47% percent of the region's employees are GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work.

Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

~~3. Restructure and reduce highly graded supervisory and non-supervisory positions~~

~~Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the region. Approximately 47% percent of the region's employees are GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work.~~

~~Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.~~

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4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to align our organization and workforce with priority work. These functions are filled by staff in a range of positions, series and grades. By offering the VERA/VSIP program broadly, Region 6 will be able to both direct employees toward new program requirements and invest savings to priority program areas.

5. Restructure to focus on STEM/programmatic priorities

Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to focus on core scientific requirements and programmatic priorities necessary to accomplish the agency's mission. Region 6 intends to focus on STEM disciplines to better align our workforce with the agency priorities related to essential technical work and invest savings in these areas.

6. Consolidate and streamline functions/activities/reduce number of programs

Region 6 has identified opportunities to utilize the VERA/VSIP program to generate savings through consolidation and streamlining our work. By offering the VERA/VSIP program, Region 6 will be able to realize gains in efficiencies, improve integration with state and tribal partners, and invest savings to priority program areas.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP (147) x \$25,000	\$3,675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	147x\$56.96x240 = \$2,009,549
Total Maximum Direct Costs	\$5,684,549

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate*	FY 2019 Estimate*
A. Pre-VERA/VSIP Annual Payroll Cost	\$110,262,130	\$111,364,840
B. VERA/ VSIP Payout Cost	\$3,744,825	\$3,782,273
C. Leave Payout Cost	\$2,047,730	\$2,068,207
D. Post VERA/VSIP Annual Payroll Cost	\$88,822,271	\$89,710,565
E. Payroll for # New Hires (127 in FY 18 GS-9 step 1)	\$6,839,102	\$6,907,493
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$8,808,202	\$8,896,302
G. Pre-VERA/VSIP Annual WCF Cost	\$4,237,002	\$4,279,372
H. Post VERA/VSIP Annual WCF Cost	\$3,413,141	\$3,447,272
I. WCF for # New Hires (127 in FY 18, GS-9 step 1)	\$711,772	\$718,890
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$112,089	\$113,210
Projected Savings with VERA/VSIP (F + J)	\$8,920,291	\$9,009,512

XX. Region 7

Business Case

Region 7's low attrition rate (around 4%) will not generate enough attrition to create a sufficient number of vacancies to rebalance and reshape our workforce. In order to avoid the use of more drastic authorities, Region 7 would like to utilize VERA and VSIP to reduce the level of full time employee equivalents.

Targeting decisions were made by senior managers based on the specific mission needs required to reshape the Region 7 workforce with new skills and competencies. Through attrition gained by VERA and VSIP, we expect fewer higher graded positions and the most complex work (i.e., GS-13 level and above) will be reassigned to remaining higher graded positions in order to concentrate this work into fewer positions. In addition to creating more workforce balance between higher and lower graded positions, our restructuring is expected to introduce enhanced integration of multimedia approaches and advanced technology skills to more efficiently and effectively implement program objectives.

Region 7 will offer a total of 45 VERA/VSIP opportunities up to 168 non-SES positions which are eligible for either a regular retirement or an early retirement. The following occupational series are not the focus for VERA/VSIP in Region 7: SES, GS-510, GS-511, GS-1102, GS-1109, GS-2210 as well as Phased Retirees. Region 7 will not be offering VSIP to employees not currently eligible for regular retirement or an early retirement. As with other federal workforce restructuring authorities, the agency has the ability to reassign employees to minimize the impact of its restructuring efforts.

Region 7 will use these authorities in three focused themes to help transform the workforce:

- Restructure or reduce highly graded supervisory and non-supervisory positions at the GS-13 through GS-15 grade levels, across all divisions and geographic locations within Region 7 to meet our changing mission requirements and move to new models of work. The change in program priorities of the agency and the region has decreased the need for many specialized non-supervisory positions. The work of the non-supervisory positions can be consolidated, eliminated, or redistributed to lower-graded positions.

- Restructure to focus on core business functions in our regional programmatic support positions at the GS-9 through GS-15 grade levels, supervisory and non-supervisory positions, across all divisions within the Kansas and Missouri offices to more efficiently and effectively implement program objectives. Restructuring some of the positions performing these functions could reduce redundancies and promote greater efficiencies.
- Consolidate or reduce administrative or support functions positions at the GS-6 through GS-11 grade levels across all divisions in the Kansas offices to better align with current and projected workload needs. Region 7 may realign administrative support resources and combine functions to capitalize on efficiencies and for enhancing the positions with new skills and competencies. Region 7 will be in a position to pursue additional administrative support consolidation scenarios, or at the very least, will continue to consolidate the administrative support functions into fewer positions.

Region 7's goal is to reduce the overall workforce from 497 permanent employees to 452 permanent employees for FY 2017. VSIP opportunities will be offered to up to 45 employees. The estimate of the total number of employees in Region 7 who are expected to take early retirement is 10.

Specific Region 7 Divisional Plans:

Superfund Division

- 3 Remedial Project Manager positions within 1301 occupational series will be safe positions.
- 1 On Scene Coordinator and 2 Remedial Project Manager (total of 3) positions within 819 occupational series will be safe positions.
- Maximum offers up to 2 RPMs and 2 OSCs.

Budget Information

Table A – Direct Costs for VERA/VSIP	
45 of Targeted Positions for VSIP x \$25,000	\$1,125,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation { \$45.16 x 240 x 45 of Targeted Positions }	\$ 488,000
Total Maximum Direct Costs	\$1,613,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$63.00M	\$63.00M
B. VERA/ VSIP Payout Cost	\$1.13M	0
C. Leave Payout Cost	\$.49M	0
D. Post VERA/VSIP Annual Payroll Cost	\$57.20M	\$58.63M
E. Payroll for # New Hires	\$.39M	\$.40M
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 3.79M	\$ 3.97M
G. Pre-VERA/VSIP Annual WCF Cost	\$ 2.40M	\$ 2.40M
H. Post VERA/VSIP Annual WCF Cost	\$ 2.22M	\$ 2.23M
I. WCF for # New Hires	\$.01M	\$.01M
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$.17M	\$.16M

Projected Savings with VERA/VSIP (F + J)	\$ 3.96M	\$ 4.13M
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XXI. Region 8

Business Case

As of May 1, 2017, Region 8 employed 525 full-time, permanent employees. Approximately 97 of our employees are retirement eligible and additional 127 employees are eligible for VERA. This VERA/VSIP proposal targets a total of 64 positions and sets forth a maximum total number of 8 VERA/VSIP offers in the Region 8 duty stations of Denver, CO; Laboratory in Golden, CO; Pierre, South Dakota and Butte, Helena and Libby, MT. The estimated total number of employees who will take early retirement is 6. No employees would be involuntarily separated, downgraded or transferred as a result of this proposal. The maximum number of employees who would be involuntarily reassigned is 34. Any reassignments would be the result of consolidation of units through the reduction in the number of supervisory positions. A small number of reassignments or hires could be needed in future fiscal years to fill positions which are restructured as a result of this proposal.

Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below positions; a decrease in GS-13 and above positions; and a significant shift away from support positions. The region's intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited number of higher graded positions. VERA and/or VSIP will be offered to eligible employees where opportunities exist to achieve these reshaping goals.

Region 8 will use both the VERA/VSIP authorities to make near-term workforce adjustments. The region will offer VERA and/or VSIP to all eligible employees in the following categories:

- All non-supervisory GS-14 and GS-15s except attorneys, public affairs specialists, and toxicologists in order to restructure and consolidate highly graded non-supervisory positions. A maximum of 2 VERA or VSIP offers will be made in this category. Through attrition gained by VERA/VSIP, the region will reassign the most complex work (i.e., GS-14 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11/12/13 positions.
- All supervisory GS-14 and GS-15 supervisory environmental protection specialists in order to restructure supervisory positions. A maximum of 4 VERA or VSIP offers will be made in this category. Offers will only be accepted on a case-by-case basis. Where possible, the region will take the opportunity to consolidate units in order to improve supervisory to staff ratios. If this is not possible, due to staff size or the nature of the work of the unit, the region will restructure these positions to one of the professional series, such as physical scientist or environmental engineer. Offers will not be made in situations where neither unit nor position restructuring is possible.
- All administrative officers and environmental protection assistants in order to consolidate administrative functions. A maximum of 2 VERA or VSIP offers will be made from this category. Work will be reassigned to existing administrative staff or eliminated, as appropriate.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 1)	
Targeted Positions for VSIP X \$25,000 (maximum cash buy-out) ¹	\$200,000
Annual Leave Buyout for 8 Targeted Positions for VERA, Optional Retirement or Resignation	\$175,181 ²
Total Maximum Direct Costs	\$375,181

Table B - Estimated Savings for FY 2018 through FY 2020				
	FY 2017 Payroll	Estimated FY 2018 Savings ³	Estimated FY 2019 Savings	Estimated FY 2020 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)*	\$76,360,459	\$78,956,715	\$80,930,632	\$82,953,898
B. Payroll Savings (Payroll for 8 VERA/VSIP targeted positions with 9/30/17 Buyout Date with 0% of year remaining in 2017) ⁴	\$0	(\$1,554,474) ⁵	(\$1,593,335)	(\$1,633,169)
C. Working Capital Fund Savings	\$0	(\$33,988)	(\$33,915)	(\$34,763)
D. VSIP Buyout (\$25,000 X 8)	\$200,000	\$0	\$0	\$0
E. Leave Payout Estimate (presumes 320 hours at GS 14/10 average salary)	\$175,181	\$0	\$0	\$0
F. Total Costs (A+B+C+D+E)	\$76,735,640	\$77,369,153	\$79,303,382	\$81,285,966
G. Total Projected Savings with VERA/VSIP (A-F)	(\$375,181)	\$1,587,562	\$1,627,250	\$1,667,932

XXII. Region 9

Business Case

For specific organizations and designated positions located in San Francisco, CA, Region 9 will use the VERA/VSIP authorities to decrease the number of supervisory positions, reduce highly-graded non-supervisory positions, and streamline administrative support, STEM and other administrative and

¹ Maximum of 8 positions

² Assumes 320 hours of leave at the GS-14 Step 10 level for 8 positions

³ Payroll costs are assumed to increase 3.4% in FY18 and 2.5% in FY19 and FY20.

⁴ Reimbursable and special accounts are excluded.

⁵ Savings estimates are based on 8 GS-14 Step 10 positions due to the predominant grade levels of the positions being offered.

program operations by consolidating, reducing and restructuring positions to achieve workforce reductions in the following areas.

VERA & VSIP Categories and Specific Positions

For positions located in San Francisco, CA, the following categories and specific positions are included in Region 9's VERA/VSIP request.

Delaying (increasing supervisor-to-staff ratio): Pending the completion of a regional review of all supervisory positions, we will achieve workforce reductions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape the Public Affairs Office by one Supervisory Public Affairs Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.
- Environmental Management Division: Reduce and reshape the Infrastructure Services Branch by one Supervisory Information Technology Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.

Consolidate or reduce administrative or support functions: To improve administrative support functions through consolidation, we will reduce and reshape positions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape administrative support positions within the Immediate Office by one Administrative Specialist position.
- Air Division: Reduce and reshape the administrative support team by one Secretary position.
- Water Division: Reduce and reshape the administrative support team by three Environmental Protection Assistant positions including one position at the GS-7 level and two positions at GS-8 level.

Restructure or reduce highly-graded non-supervisory positions: Reduce and reshape highly-graded non-supervisory positions in the following organizations.

- Enforcement Division. Reduce and reshape two non-supervisory Environmental Protection Specialist positions including one GS-14 position and one GS-15 position. These positions will be restructured to lower-graded positions aligned to the agency's program priorities.
- Superfund Division. Reduce and restructure one non-supervisory Environmental Scientist (On-Scene Coordinator) position in the Emergency Response Section with promotion potential limited to the GS-13 level.

Restructure to focus on STEM/programmatic priorities: Reduce and reshape STEM and program specialist positions to align with new environmental program priorities in the following organizations.

- Enforcement Division. Reduce and reshape positions to establish a more efficient and effective Federal enforcement and compliance program aligned with the agency's strategic direction across all program job series including:
 - Environmental Protection Specialist positions including one GS-12 and four GS-13 graded positions. The reductions will be used to reassign staff to new program priorities. STEM positions including two Environmental Engineer positions and two Environmental Scientist positions. The reductions will be used to reassign staff to new program priorities.

- Superfund Division. Reduce and reshape positions to establish a more efficient and effective emergency and remedial response programs to meet new program directions including:
 - Restructuring one On-Scene Coordinator position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reduction will allow us to reassign staff to align with program activities. Restructuring one Remedial Project Manager position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reductions will be used to reassign staff to align with program activities.
- Environmental Management Division. Reduce and reshape the environmental management system program within the Infrastructure Branch by one Environmental Scientist, GS-13 position. The reduction will be used to reshape and realign program activities within the region.

Consolidate and streamline functions/activities

- Office of Regional Counsel: Reduce two non-supervisory Attorney-Advisor positions including one position at the GS-14 level and one position at the GS-15 level to realign staffing with program activities.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Post-VERA/VSIP Operations

The VERA/VSIP plan includes a plan to reorganize the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division. Using VERA/VSIP, we have identified two supervisory positions and twenty-two non-supervisory positions across the region. The number of positions scheduled for voluntary separation represents a 3% reduction of the region's workforce. The VERA/VSIP plan identifies the minimum number of positions needed to achieve near term workforce reductions without compromising program commitments.

Following the conclusion of the VERA/VSIP separations, a reorganization plan to restructure the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division will be finalized for implementation. Additionally, the region will assess the workforce separations and implement streamlining plans to consolidate administrative support services, reduce work in non-priority areas, and reassign personnel, as necessary, to perform agency program objectives.

We anticipate processing the following personnel actions to implement restructuring plans

- Directed Reassignments to balance supervisor-to-staff ratios among remaining supervisors
- Directed Reassignments to realign position assignments to program priorities
- Details
- Abolish no longer needed supervisory or higher-graded positions

Use of VERA and VSIP

The two programs will be used to gain voluntary separations from positions that have been identified for reshaping to gain program efficiencies in the following workforce areas:

- Improving the supervisor-to-staff ratio in designated organizations;
- Consolidating and restructuring of administrative support positions; and
- Restructuring STEM and non-STEM administrative and program positions to align with the agency's program priorities.

VERA Information

Region 9 employs 736 permanent employees of whom 208 are eligible for VERA.

The FY17 Region 9 workforce reduction plan targets 24 positions, which includes 168 permanent employees of whom 45 are eligible for VERA.

The total number of employees in the agency/organization who are expected to take early retirement is estimated to be 6.

Budget Information

Table A – Direct Costs for VERA/VSIP	
24 Targeted Positions for VSIP x \$25,000	\$600,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 24 Targeted Positions} note: (A)	\$313,326
Total Maximum Direct Costs	\$913,326

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost note: (B)	\$114,278,730	\$115,135,821
B. VERA/ VSIP Payout Cost	\$600,000	\$0
C. Leave Payout Cost	\$313,326	\$0
D. Post VERA/VSIP Annual Payroll Cost note: (C), (D)	\$110,242,607	\$111,069,431
E. Payroll for # New Hires	none	none
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$3,122,797	\$4,066,390
G. Pre-VERA/VSIP Annual WCF Cost note: (E)	\$4,420,981	\$4,487,295
H. Post VERA/VSIP Annual WCF Cost	\$4,302,835	\$4,367,377
I. WCF for # New Hires	none	none
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$118,146	\$119,918
Projected Savings with VERA/VSIP (F + J)	\$3,240,943	\$4,186,308

Notes:

- (A) Based on [[HYPERLINK "https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/SF.pdf"](https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/SF.pdf)], all grades at step 10.
- (B) Using PPE 4/29/17, based on same pre-VERA/VSIP FTE level, assume 1.5% COLA increase in FY18, 1% COLA increase in FY19.
- (C) Based on all grades at step 10, assume 30% benefits and 1.5% COLA increase for ¾ of FY18.
- (D) Based on all grades at step 10, assume 30% benefits and 1% COLA increase for ¾ of FY19.
- (E) Using FY17 WCF level, assume 1.5% increase in WCF in FY18 and FY19.

XXIII. Region 10

Business Case

Region 10 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts in four areas:

- Restructure to focus on STEM/programmatic priorities;
- Consolidate and streamline functions/activities/reduce the number of programs;
- Restructure or reduce highly-graded supervisory or non-supervisory positions; and
- Consolidate or reduce administrative or support functions.

Region 10 employs 544 non-term employees (including part-time employees). Currently, 118 (22%) of Region 10's workforce is eligible for a Regular Retirement, and 125 (23%) are eligible for an Early Retirement. Region 10 estimates this proposal will achieve greater results and accelerate efficiencies by building on the successful VERA/VSIP processes in FY14 and FY15 in which 53 people (nearly 10% of the workforce) separated. Using a strategic focused approach to identify eligible positions in each Office, the region believes that VERA/VSIP can accelerate its continuing progress on workforce restructuring goals. Region 10 estimates that offering VSIP in conjunction with VERA will increase the region's ability to meet these goals. Region 10 does not plan to offer VSIP to employees not currently eligible for Regular Retirement or Early Retirement, as management has determined that approach will not enable the organization to preserve key skill sets and positions supporting mission objectives. The estimate of the total number of employees in Region 10 who are expected to take early retirement is 10. Conceivably, not all employees interested in applying for a VERA/VSIP will receive an offer, as more employees may be interested than offers extended.

Absent a VERA/VSIP, Region 10 anticipates no involuntary actions of an adverse nature, although some employees may need to be reassigned. Region 10's implemented of a significant reorganization in 2016 and does not anticipate undertaking additional reorganization following the implementation of this VERA/VSIP proposal. The theme-based paragraphs below convey a sense of how the region would operate with certain positions restructured, eliminated, or reclassified with a different set of programmatic responsibilities and technical skill sets.

All of the region's offers would be made to individuals holding positions targeted for restructuring or elimination. The region would need to undertake a small number of personnel actions (such as reassignments and/or merit promotions) once those accepting offers have departed to fully implement this plan.

Region 10 proposes to extend a maximum of nineteen VERA/VSIP offers among incumbents of 41 targeted positions which are eligible for either regular or early retirement. An additional 37 targeted positions are occupied by individuals not eligible for either regular or early retirement, and Region 10 does not plan to extend any VSIP offers to them. Duty stations are primarily in Seattle, but also in Richland, WA and Portland, OR. These nineteen planned offers fall into four of the six major themes identified by the agency. Assuming the offers are accepted and positions vacated, the region plans to restructure or eliminate these positions as described in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP 19 x \$25,000	\$ 475,000
Annual Leave Pay Out for 19 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 19 of Targeted Positions}	\$ 224,640
Total Maximum Direct Costs	\$ 699,640

Table B – Estimated Savings for FY 2018 through FY 2019			
	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	75,360,000	75,360,000	75,360,000
B. VERA/ VSIP Payout Cost	475,000		
C. Leave Payout Cost	224,640		
D. Post VERA/VSIP Annual Payroll Cost (less 19 FTE's average cost)	75,360,000	72,517,928	72,517,928
E. Payroll for # New Hires (assume 17 FTE's external to Region 10 by mid-year in FY 18)		1,259,487	2,518,974
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	(699,640)	1,582,585	323,098
G. Pre-VERA/VSIP Annual WCF Cost	2,168,900	2,168,900	2,168,900
H. Post VERA/VSIP Annual WCF Cost	2,168,000	2,091,000	2,091,000
I. WCF for # New Hires (assumes half of WCF costs mid-year in FY 18 - \$2,050 * 17 and full costs \$4,100 * 17 in FY 19)		34,850	69,700
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	2,168,900	43,050	8,200
Projected Savings with VERA/VSIP	(699,640)	1,625,635	331,298

Location/Occupation	Non-Term/Non-student Employees	Grade 1-4
ADA, OKLAHOMA	43	
0028-Environmental Protection Specialist	1	
0301-Miscellaneous Administration and Program	2	
0343-Management and Program Analysis	1	
0401-General Natural Resources Management and Biological Sciences	3	
0408-Ecology	3	
0470-Soil Science	2	
0819-Environmental Engineering	2	
0893-Chemical Engineering	1	
1102-Contracting	2	
1301-General Physical Science	13	
1311-Physical Science Technician	2	
1315-Hydrology	7	
1316-Hydrologic Technician	2	
1320-Chemistry	1	
1350-Geology	1	
ANN ARBOR, MICHIGAN	274	
0028-Environmental Protection Specialist	51	
0110-Economist	3	
0201-Human Resources Management	2	
0301-Miscellaneous Administration and Program	13	
0318-Secretary	1	
0343-Management and Program Analysis	10	
0401-General Natural Resources Management and Biological Sciences	1	
0801-General Engineering	21	
0802-Engineering Technical	12	
0803-Safety Engineering	1	
0819-Environmental Engineering	16	
0830-Mechanical Engineering	62	
0850-Electrical Engineering	4	
0854-Computer Engineering	2	
0893-Chemical Engineering	12	
0905-General Attorney	2	
1102-Contracting	1	
1301-General Physical Science	22	
1320-Chemistry	7	
1550-Computer Science	4	
1640-Facility Operations Services	3	
1801-General Inspection, Investigation, and Compliance	14	
1910-Quality Assurance	1	
2210-Information Technology Management	8	
4714-Model Making	1	
ANNAPOLIS, MARYLAND	22	
0028-Environmental Protection Specialist	9	

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Notes

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0318-Secretary	1
0340-Program Management	2
0341-Administrative Officer	1
0343-Management and Program Analysis	2
0819-Environmental Engineering	1
1035-Public Affairs	1
1301-General Physical Science	5
ARLINGTON,VIRGINIA	949
1001-General Arts and Information	1
0028-Environmental Protection Specialist	
0301-Miscellaneous Administration and Program	
0343-Management and Program Analysis	
0401-General Natural Resources Management and Biological Sciences	
0601-General Health Science	
1301-General Physical Science	
1320-Chemistry	
0028-Environmental Protection Specialist	223
0110-Economist	22
0150-Geography	2
0301-Miscellaneous Administration and Program	34
0303-Miscellaneous Clerk and Assistant	4
0306-Government Information Specialist	8
0318-Secretary	1
0326-Office Automation Clerical and Assistance	1
0340-Program Management	20
0341-Administrative Officer	2
0343-Management and Program Analysis	119
0344-Management and Program Clerical and Assistance	2
0401-General Natural Resources Management and Biological Sciences	177
0403-Microbiology	5
0405-Pharmacology	2
0408-Ecology	8
0414-Entomology	7
0415-Toxicology	23
0430-Botany	1
0434-Plant Pathology	3
0440-Genetics	1
0471-Agronomy	2
0482-Fish Biology	1
0486-Wildlife Biology	4
0560-Budget Analysis	1
0601-General Health Science	20
0690-Industrial Hygiene	5
0701-Veterinary Medical Science	
0819-Environmental Engineering	30
0881-Petroleum Engineering	1
0893-Chemical Engineering	10

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0905-General Attorney	1	
1035-Public Affairs	5	
1301-General Physical Science	75	
1315-Hydrology	1	
1320-Chemistry	66	
1350-Geology	2	
1529-Mathematical Statistics	6	
1530-Statistics	8	
1811-Criminal Investigating	8	
2210-Information Technology Management	36	
ATHENS,GEORGIA	123	
0018-Safety and Occupational Health Management	1	
0028-Environmental Protection Specialist	2	
0301-Miscellaneous Administration and Program	1	
0318-Secretary	2	
0340-Program Management	1	
0341-Administrative Officer	1	
0343-Management and Program Analysis	4	
0401-General Natural Resources Management and Biological Sciences	22	
0403-Microbiology	1	
0408-Ecology	3	
0415-Toxicology	2	
0560-Budget Analysis	1	
0819-Environmental Engineering	19	
0854-Computer Engineering	1	
1301-General Physical Science	24	
1311-Physical Science Technician	1	
1315-Hydrology		
1320-Chemistry	31	
1550-Computer Science	2	
1640-Facility Operations Services	1	
2210-Information Technology Management	3	
ATLANTA,GEORGIA	827	0
0028-Environmental Protection Specialist	58	
0029-Environmental Protection Assistant	1	
0080-Security Administration	2	
0150-Geography	1	
0201-Human Resources Management	6	
0260-Equal Employment Opportunity	2	
0301-Miscellaneous Administration and Program	24	
0303-Miscellaneous Clerk and Assistant	15	
0306-Government Information Specialist	11	
0308-Records Management	1	
0318-Secretary	10	
0326-Office Automation Clerical and Assistance	1	
0335-Computer Clerk and Assistant	1	
0340-Program Management	12	

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0341-Administrative Officer	3	
0342-Support Services Administration	3	
0343-Management and Program Analysis	29	
0401-General Natural Resources Management and Biological Sciences	91	
0408-Ecology	2	
0415-Toxicology	4	
0501-Financial Administration and Program	7	
0505-Financial Management	1	
0510-Accounting	2	
0511-Auditing	6	
0560-Budget Analysis	11	
0601-General Health Science	1	
0690-Industrial Hygiene	1	
0801-General Engineering	1	
0819-Environmental Engineering	211	
0840-Nuclear Engineering	1	
0905-General Attorney	66	
0950-Paralegal Specialist	1	
0986-Legal Assistance	1	
1001-General Arts and Information	1	
1035-Public Affairs	13	
1071-Audiovisual Production	2	
1084-Visual Information	1	
1101-General Business and Industry	2	
1102-Contracting	9	
1106-Procurement Clerical and Technician	1	
1109-Grants Management	10	
1160-Financial Analysis	3	
1301-General Physical Science	158	
1315-Hydrology	5	
1320-Chemistry	1	
1350-Geology	2	
1801-General Inspection, Investigation, and Compliance	1	
1810-General Investigating	5	
1811-Criminal Investigating	11	
2210-Information Technology Management	12	
3502-Laboring	1	
5703-Motor Vehicle Operating	2	
BOSTON, MASSACHUSETTS	518	1
0029-Environmental Protection Assistant		
0303-Miscellaneous Clerk and Assistant		
0344-Management and Program Clerical and Assistance		
0028-Environmental Protection Specialist		
0819-Environmental Engineering		
0028-Environmental Protection Specialist		
0401-General Natural Resources Management and Biological Sciences		
0819-Environmental Engineering		

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- 1 Region 1
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1301-General Physical Science		
0819-Environmental Engineering		
1301-General Physical Science		
0018-Safety and Occupational Health Management	2	
0028-Environmental Protection Specialist	89	
0029-Environmental Protection Assistant	8	
0080-Security Administration	1	
0201-Human Resources Management	5	
0260-Equal Employment Opportunity	1	
0301-Miscellaneous Administration and Program	11	
0303-Miscellaneous Clerk and Assistant	4	1
0304-Information Receptionist	1	
0306-Government Information Specialist	1	
0318-Secretary	3	
0326-Office Automation Clerical and Assistance	2	
0340-Program Management	8	
0342-Support Services Administration	3	
0343-Management and Program Analysis	17	
0344-Management and Program Clerical and Assistance	1	
0401-General Natural Resources Management and Biological Sciences	29	
0501-Financial Administration and Program	8	
0505-Financial Management	1	
0510-Accounting	3	
0511-Auditing	3	
0525-Accounting Technician	1	
0560-Budget Analysis	4	
0819-Environmental Engineering	120	
0905-General Attorney	55	
0950-Paralegal Specialist	3	
1035-Public Affairs	10	
1101-General Business and Industry	2	
1102-Contracting	7	
1109-Grants Management	8	
1160-Financial Analysis	2	
1301-General Physical Science	72	
1306-Health Physics	1	
1315-Hydrology	2	
1350-Geology	1	
1810-General Investigating	1	
1811-Criminal Investigating	7	
2210-Information Technology Management	21	
CHICAGO, ILLINOIS	1043	0
0018-Safety and Occupational Health Management	3	
0020-Community Planning	4	
0028-Environmental Protection Specialist	161	
0080-Security Administration	1	
0101-Social Science	2	

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Region 1

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0201-Human Resources Management	11
0260-Equal Employment Opportunity	4
0301-Miscellaneous Administration and Program	24
0303-Miscellaneous Clerk and Assistant	23
0305-Mail and File	1
0306-Government Information Specialist	15
0308-Records Management	9
0318-Secretary	4
0326-Office Automation Clerical and Assistance	1
0335-Computer Clerk and Assistant	1
0340-Program Management	22
0341-Administrative Officer	5
0343-Management and Program Analysis	38
0344-Management and Program Clerical and Assistance	2
0401-General Natural Resources Management and Biological Sciences	42
0403-Microbiology	1
0408-Ecology	3
0415-Toxicology	3
0471-Agronomy	1
0501-Financial Administration and Program	5
0505-Financial Management	1
0510-Accounting	16
0511-Auditing	7
0560-Budget Analysis	8
0601-General Health Science	7
0819-Environmental Engineering	160
0890-Agricultural Engineering	1
0893-Chemical Engineering	2
0905-General Attorney	93
0950-Paralegal Specialist	3
0986-Legal Assistance	1
1035-Public Affairs	18
1060-Photographer	1
1082-Writing and Editing	2
1084-Visual Information	2
1101-General Business and Industry	2
1102-Contracting	20
1106-Procurement Clerical and Technician	1
1109-Grants Management	12
1160-Financial Analysis	5
1301-General Physical Science	202
1306-Health Physics	1
1315-Hydrology	3
1320-Chemistry	25
1340-Meteorology	1
1350-Geology	11
1530-Statistics	1

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1702-Education and Training Technician	2	
1750-Instructional Systems	1	
1810-General Investigating	4	
1811-Criminal Investigating	8	
2001-General Supply	2	
2210-Information Technology Management	32	
CINCINNATI, OHIO	429	0
0018-Safety and Occupational Health Management	3	
0028-Environmental Protection Specialist	7	
0080-Security Administration	2	
0110-Economist	4	
0201-Human Resources Management	28	
0203-Human Resources Assistance	2	
0260-Equal Employment Opportunity	1	
0301-Miscellaneous Administration and Program	7	
0308-Records Management	1	
0318-Secretary	8	
0340-Program Management	3	
0341-Administrative Officer	4	
0343-Management and Program Analysis	38	
0391-Telecommunications	2	
0401-General Natural Resources Management and Biological Sciences	52	
0403-Microbiology	25	
0404-Biological Science Technician	5	
0408-Ecology	10	
0415-Toxicology	8	
0440-Genetics	1	
0470-Soil Science	2	
0501-Financial Administration and Program	4	
0510-Accounting	2	
0511-Auditing	4	
0560-Budget Analysis	6	
0601-General Health Science	6	
0690-Industrial Hygiene	2	
0801-General Engineering	8	
0802-Engineering Technical	6	
0819-Environmental Engineering	42	
0830-Mechanical Engineering	4	
0854-Computer Engineering	1	
0893-Chemical Engineering	17	
0905-General Attorney	2	
1035-Public Affairs	4	
1102-Contracting	2	
1301-General Physical Science	46	
1306-Health Physics	3	
1311-Physical Science Technician	5	
1315-Hydrology	2	

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1320-Chemistry	31
1350-Geology	1
1410-Librarian	1
1515-Operations Research	1
1529-Mathematical Statistics	2
1530-Statistics	2
1654-Printing Services	1
2010-Inventory Management	1
2210-Information Technology Management	10
DALLAS, TEXAS	707
0018-Safety and Occupational Health Management	2
0028-Environmental Protection Specialist	144
0029-Environmental Protection Assistant	1
0080-Security Administration	1
0201-Human Resources Management	6
0260-Equal Employment Opportunity	2
0301-Miscellaneous Administration and Program	20
0306-Government Information Specialist	3
0308-Records Management	1
0318-Secretary	14
0326-Office Automation Clerical and Assistance	1
0340-Program Management	8
0341-Administrative Officer	3
0342-Support Services Administration	6
0343-Management and Program Analysis	22
0344-Management and Program Clerical and Assistance	1
0391-Telecommunications	2
0401-General Natural Resources Management and Biological Sciences	49
0415-Toxicology	3
0501-Financial Administration and Program	8
0505-Financial Management	1
0510-Accounting	3
0511-Auditing	4
0560-Budget Analysis	2
0819-Environmental Engineering	131
0905-General Attorney	63
0950-Paralegal Specialist	5
0986-Legal Assistance	1
1001-General Arts and Information	1
1035-Public Affairs	11
1102-Contracting	7
1109-Grants Management	9
1160-Financial Analysis	1
1301-General Physical Science	149
1306-Health Physics	1
1350-Geology	3
1811-Criminal Investigating	9

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2210-Information Technology Management	9	
DENVER, COLORADO	503	0
0028-Environmental Protection Specialist		
0301-Miscellaneous Administration and Program		
0819-Environmental Engineering		
1301-General Physical Science		
0028-Environmental Protection Specialist	118	
0029-Environmental Protection Assistant	1	
0080-Security Administration	2	
0201-Human Resources Management	3	
0260-Equal Employment Opportunity	1	
0301-Miscellaneous Administration and Program	16	
0306-Government Information Specialist	3	
0308-Records Management	1	
0318-Secretary	2	
0326-Office Automation Clerical and Assistance		
0340-Program Management	4	
0341-Administrative Officer	1	
0342-Support Services Administration	1	
0343-Management and Program Analysis	25	
0401-General Natural Resources Management and Biological Sciences	8	
0403-Microbiology	1	
0415-Toxicology	9	
0501-Financial Administration and Program	7	
0503-Financial Clerical and Assistance	2	
0510-Accounting	6	
0511-Auditing	3	
0601-General Health Science	1	
0690-Industrial Hygiene	1	
0801-General Engineering	1	
0819-Environmental Engineering	79	
0893-Chemical Engineering	1	
0905-General Attorney	46	
0950-Paralegal Specialist		
0986-Legal Assistance	2	
1035-Public Affairs	11	
1101-General Business and Industry	1	
1102-Contracting	6	
1109-Grants Management	7	
1160-Financial Analysis	2	
1301-General Physical Science	102	
1320-Chemistry	2	
1350-Geology	1	
1530-Statistics	1	
1640-Facility Operations Services	1	
1811-Criminal Investigating	9	
2005-Supply Clerical and Technician	1	

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Region 8

2210-Information Technology Management	12	
DES MOINES,IOWA	1	
0819-Environmental Engineering	1	
DURHAM,NORTH CAROLINA	1137	0
0028-Environmental Protection Specialist	119	
0080-Security Administration	1	
0101-Social Science	2	
0110-Economist	9	
0150-Geography	1	
0180-Psychology	2	
0184-Sociology	1	
0201-Human Resources Management	55	
0203-Human Resources Assistance	5	
0260-Equal Employment Opportunity	2	
0301-Miscellaneous Administration and Program	43	
0303-Miscellaneous Clerk and Assistant	2	
0306-Government Information Specialist	2	
0318-Secretary	1	
0340-Program Management	14	
0341-Administrative Officer	9	
0343-Management and Program Analysis	84	
0401-General Natural Resources Management and Biological Sciences	120	
0403-Microbiology	3	
0404-Biological Science Technician	1	
0408-Ecology	8	
0413-Physiology	2	
0415-Toxicology	30	
0501-Financial Administration and Program	24	
0510-Accounting	17	
0511-Auditing	10	
0560-Budget Analysis	18	
0601-General Health Science	28	
0602-Medical Officer	1	
0690-Industrial Hygiene	1	
0801-General Engineering	5	
0802-Engineering Technical	10	
0819-Environmental Engineering	82	
0830-Mechanical Engineering	7	
0850-Electrical Engineering	2	
0856-Electronics Technical	1	
0858-Bioengineering and Biomedical Engineering	1	
0893-Chemical Engineering	7	
0905-General Attorney	2	
1035-Public Affairs	5	
1101-General Business and Industry	9	
1102-Contracting	34	
1301-General Physical Science	200	

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1306-Health Physics	2
1311-Physical Science Technician	1
1315-Hydrology	1
1320-Chemistry	30
1350-Geology	2
1412-Technical Information Services	4
1529-Mathematical Statistics	9
1530-Statistics	4
1550-Computer Science	7
1640-Facility Operations Services	3
2010-Inventory Management	1
2210-Information Technology Management	91
EDISON, NEW JERSEY	175
0401-General Natural Resources Management and Biological Sciences	
0819-Environmental Engineering	
1301-General Physical Science	
1320-Chemistry	
1350-Geology	
0028-Environmental Protection Specialist	5
0303-Miscellaneous Clerk and Assistant	2
0318-Secretary	4
0343-Management and Program Analysis	3
0401-General Natural Resources Management and Biological Sciences	22
0403-Microbiology	3
0601-General Health Science	1
0690-Industrial Hygiene	1
0801-General Engineering	2
0819-Environmental Engineering	22
0830-Mechanical Engineering	1
0893-Chemical Engineering	1
1301-General Physical Science	81
1320-Chemistry	22
1350-Geology	1
1801-General Inspection, Investigation, and Compliance	1
1811-Criminal Investigating	3
EL PASO, TEXAS	6
0028-Environmental Protection Specialist	1
0318-Secretary	1
0819-Environmental Engineering	3
1301-General Physical Science	1
FORT MEADE, MARYLAND	61
0018-Safety and Occupational Health Management	1
0028-Environmental Protection Specialist	2
0301-Miscellaneous Administration and Program	2
0342-Support Services Administration	1
0343-Management and Program Analysis	1
0401-General Natural Resources Management and Biological Sciences	6

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Region 2

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0403-Microbiology	5
0819-Environmental Engineering	3
0905-General Attorney	1
1301-General Physical Science	16
1320-Chemistry	22
2210-Information Technology Management	1
GOLDEN,COLORADO	14
0301-Miscellaneous Administration and Program	1
0401-General Natural Resources Management and Biological Sciences	3
1301-General Physical Science	2
1320-Chemistry	7
2210-Information Technology Management	1
GULF BREEZE,FLORIDA	61
0101-Social Science	1
0150-Geography	1
0301-Miscellaneous Administration and Program	1
0341-Administrative Officer	1
0343-Management and Program Analysis	2
0401-General Natural Resources Management and Biological Sciences	23
0403-Microbiology	5
0404-Biological Science Technician	1
0408-Ecology	10
0415-Toxicology	1
0560-Budget Analysis	1
0690-Industrial Hygiene	2
1102-Contracting	1
1301-General Physical Science	2
1320-Chemistry	1
1529-Mathematical Statistics	1
1601-Equipment, Facilities, and Services	1
1640-Facility Operations Services	3
2001-General Supply	1
2210-Information Technology Management	2
HELENA,MONTANA	
0028-Environmental Protection Specialist	5
0301-Miscellaneous Administration and Program	1
0341-Administrative Officer	2
0401-General Natural Resources Management and Biological Sciences	1
0501-Financial Administration and Program	1
0819-Environmental Engineering	4
0905-General Attorney	1
1035-Public Affairs	1
1301-General Physical Science	7
1315-Hydrology	1
1811-Criminal Investigating	2
2210-Information Technology Management	1
HERNDON,VIRGINIA	1

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0905-General Attorney	1	
HOUSTON,TEXAS	45	
0028-Environmental Protection Specialist	1	
0301-Miscellaneous Administration and Program	1	
0343-Management and Program Analysis	1	
0344-Management and Program Clerical and Assistance	1	
0401-General Natural Resources Management and Biological Sciences	3	
0819-Environmental Engineering	4	
0905-General Attorney	1	
1035-Public Affairs	1	
1301-General Physical Science	8	
1320-Chemistry	19	
1811-Criminal Investigating	5	
KANSAS CITY,KANSAS	56	
0028-Environmental Protection Specialist	4	
0318-Secretary	1	
0343-Management and Program Analysis	2	
0401-General Natural Resources Management and Biological Sciences	7	
0511-Auditing	1	
0690-Industrial Hygiene	1	
0819-Environmental Engineering	6	
1301-General Physical Science	14	
1320-Chemistry	18	
1811-Criminal Investigating	1	
2210-Information Technology Management	1	
KANSAS CITY,MISSOURI	6	
0343-Management and Program Analysis	1	
0819-Environmental Engineering	1	
1301-General Physical Science	4	
LAS VEGAS,NEVADA	115	0
0028-Environmental Protection Specialist	6	
0201-Human Resources Management	18	
0203-Human Resources Assistance	2	
0260-Equal Employment Opportunity	1	
0301-Miscellaneous Administration and Program	3	
0303-Miscellaneous Clerk and Assistant	1	
0318-Secretary	2	
0343-Management and Program Analysis	8	
0401-General Natural Resources Management and Biological Sciences	1	
0408-Ecology	3	
0501-Financial Administration and Program	12	
0503-Financial Clerical and Assistance	1	
0510-Accounting	3	
0560-Budget Analysis	1	
0690-Industrial Hygiene	1	
0819-Environmental Engineering	2	
1102-Contracting	2	

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1301-General Physical Science	30
1306-Health Physics	1
1311-Physical Science Technician	1
1320-Chemistry	8
1530-Statistics	1
1550-Computer Science	1
1640-Facility Operations Services	1
2210-Information Technology Management	5
LENEXA, KANSAS	
0020-Community Planning	2
0028-Environmental Protection Specialist	43
0080-Security Administration	1
0201-Human Resources Management	4
0260-Equal Employment Opportunity	1
0301-Miscellaneous Administration and Program	6
0306-Government Information Specialist	3
0308-Records Management	2
0318-Secretary	15
0326-Office Automation Clerical and Assistance	1
0340-Program Management	11
0342-Support Services Administration	2
0343-Management and Program Analysis	34
0401-General Natural Resources Management and Biological Sciences	34
0408-Ecology	3
0415-Toxicology	1
0501-Financial Administration and Program	3
0503-Financial Clerical and Assistance	2
0505-Financial Management	1
0510-Accounting	4
0511-Auditing	2
0560-Budget Analysis	1
0690-Industrial Hygiene	1
0801-General Engineering	2
0808-Architecture	1
0819-Environmental Engineering	64
0840-Nuclear Engineering	2
0905-General Attorney	43
0950-Paralegal Specialist	5
1035-Public Affairs	11
1084-Visual Information	2
1101-General Business and Industry	2
1102-Contracting	10
1109-Grants Management	6
1160-Financial Analysis	1
1301-General Physical Science	103
1340-Meteorology	1
1350-Geology	3

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1410-Librarian	1	
1811-Criminal Investigating	6	
2001-General Supply	1	
2005-Supply Clerical and Technician	1	
2210-Information Technology Management	9	
LOS ANGELES, CALIFORNIA	27	
0028-Environmental Protection Specialist	8	
0301-Miscellaneous Administration and Program	1	
0318-Secretary	1	
0343-Management and Program Analysis	2	
0401-General Natural Resources Management and Biological Sciences	2	
0819-Environmental Engineering	4	
1035-Public Affairs	1	
1301-General Physical Science	2	
1315-Hydrology	1	
1810-General Investigating	1	
1811-Criminal Investigating	3	
2210-Information Technology Management	1	
MADISON, WISCONSIN	1	
0401-General Natural Resources Management and Biological Sciences	1	
MONTCLAIR, NEW JERSEY	1	
0028-Environmental Protection Specialist	1	
MONTGOMERY, ALABAMA	39	
0318-Secretary	1	
0690-Industrial Hygiene	1	
1102-Contracting	1	
1301-General Physical Science	25	
1306-Health Physics	1	
1320-Chemistry	6	
1529-Mathematical Statistics	1	
1640-Facility Operations Services	1	
2210-Information Technology Management	2	
NEW YORK, NEW YORK	599	1
0028-Environmental Protection Specialist	40	
0401-General Natural Resources Management and Biological Sciences	34	
0819-Environmental Engineering	147	
1301-General Physical Science	109	
1320-Chemistry	2	
1350-Geology	14	
0201-Human Resources Management	6	
0260-Equal Employment Opportunity	1	
0301-Miscellaneous Administration and Program	5	
0303-Miscellaneous Clerk and Assistant	12	
0306-Government Information Specialist	3	
0308-Records Management	2	
0318-Secretary	26	
0326-Office Automation Clerical and Assistance	1	1

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8	1	8	39	1	14	0	0	72	27	12
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Region 2

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0340-Program Management	8
0341-Administrative Officer	1
0342-Support Services Administration	1
0343-Management and Program Analysis	10
0415-Toxicology	1
0501-Financial Administration and Program	5
0505-Financial Management	1
0510-Accounting	9
0511-Auditing	1
0525-Accounting Technician	3
0560-Budget Analysis	5
0601-General Health Science	1
0801-General Engineering	1
0808-Architecture	1
0901-General Legal and Kindred Administration	1
0905-General Attorney	76
0950-Paralegal Specialist	5
0963-Legal Instruments Examining	1
1035-Public Affairs	15
1102-Contracting	9
1109-Grants Management	11
1160-Financial Analysis	1
1306-Health Physics	2
1315-Hydrology	4
1550-Computer Science	2
1810-General Investigating	1
1811-Criminal Investigating	8
2210-Information Technology Management	13
NORTH CHELMSFORD,MASSACH	49
0018-Safety and Occupational Health Management	1
0028-Environmental Protection Specialist	2
0318-Secretary	1
0340-Program Management	1
0342-Support Services Administration	2
0343-Management and Program Analysis	1
0401-General Natural Resources Management and Biological Sciences	5
0819-Environmental Engineering	8
1301-General Physical Science	11
1320-Chemistry	16
2210-Information Technology Management	1
NORWOOD,OHIO	83
0301-Miscellaneous Administration and Program	3
0343-Management and Program Analysis	3
0501-Financial Administration and Program	19
0510-Accounting	21
0511-Auditing	1
0560-Budget Analysis	1

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1102-Contracting	35
PHILADELPHIA, PENNSYLVANI	746
0018-Safety and Occupational Health Management	1
0028-Environmental Protection Specialist	88
0029-Environmental Protection Assistant	1
0101-Social Science	1
0201-Human Resources Management	12
0260-Equal Employment Opportunity	1
0301-Miscellaneous Administration and Program	15
0303-Miscellaneous Clerk and Assistant	11
0306-Government Information Specialist	2
0308-Records Management	1
0318-Secretary	16
0326-Office Automation Clerical and Assistance	2
0340-Program Management	11
0342-Support Services Administration	4
0343-Management and Program Analysis	25
0350-Equipment Operator	1
0401-General Natural Resources Management and Biological Sciences	76
0408-Ecology	2
0414-Entomology	1
0415-Toxicology	9
0457-Soil Conservation	1
0501-Financial Administration and Program	6
0505-Financial Management	1
0510-Accounting	8
0511-Auditing	5
0525-Accounting Technician	1
0560-Budget Analysis	1
0601-General Health Science	1
0819-Environmental Engineering	126
0893-Chemical Engineering	1
0905-General Attorney	70
0950-Paralegal Specialist	4
1035-Public Affairs	20
1101-General Business and Industry	1
1102-Contracting	12
1109-Grants Management	11
1160-Financial Analysis	5
1301-General Physical Science	153
1306-Health Physics	1
1315-Hydrology	1
1340-Meteorology	1
1350-Geology	5
1810-General Investigating	4
1811-Criminal Investigating	5
2210-Information Technology Management	21

11	22	36	172	73	58	0	372	135	100
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	3	1					4	2	1
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PORTLAND,OR	25
0028-Environmental Protection Specialist	6
0201-Human Resources Management	1
0318-Secretary	1
0340-Program Management	2
0343-Management and Program Analysis	1
0401-General Natural Resources Management and Biological Sciences	2
0408-Ecology	1
0819-Environmental Engineering	2
0905-General Attorney	2
1035-Public Affairs	1
1301-General Physical Science	4
1811-Criminal Investigating	2
RICHLAND,WA	7
0819-Environmental Engineering	3
1301-General Physical Science	4
RICHMOND,VIRGINIA	1
1301-General Physical Science	1
SAN FRANCISCO,CALIFORNIA	
0401-General Natural Resources Management and Biological Sciences	42
0819-Environmental Engineering	
1301-General Physical Science	
0018-Safety and Occupational Health Management	1
0028-Environmental Protection Specialist	200
0029-Environmental Protection Assistant	3
0080-Security Administration	2
0150-Geography	1
0201-Human Resources Management	4
0260-Equal Employment Opportunity	1
0301-Miscellaneous Administration and Program	7
0303-Miscellaneous Clerk and Assistant	7
0306-Government Information Specialist	1
0308-Records Management	1
0318-Secretary	6
0340-Program Management	7
0341-Administrative Officer	6
0342-Support Services Administration	1
0343-Management and Program Analysis	15
0391-Telecommunications	3
0415-Toxicology	3
0501-Financial Administration and Program	2
0505-Financial Management	1
0510-Accounting	3
0511-Auditing	5
0560-Budget Analysis	14
0561-Budget Clerical and Assistance	1

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Region 9

0601-General Health Science	1
0690-Industrial Hygiene	1
0819-Environmental Engineering	111
0893-Chemical Engineering	1
0905-General Attorney	68
1035-Public Affairs	5
1071-Audiovisual Production	1
1082-Writing and Editing	2
1101-General Business and Industry	7
1102-Contracting	12
1109-Grants Management	13
1301-General Physical Science	100
1320-Chemistry	1
1370-Cartography	2
1410-Librarian	1
1810-General Investigating	1
1811-Criminal Investigating	9
2210-Information Technology Management	21

SEATTLE,WA

0028-Environmental Protection Specialist
0029-Environmental Protection Assistant
0408-Ecology
0415-Toxicology
0503-Financial Clerical and Assistance
0343-Management and Program Analysis
0401-General Natural Resources Management and Biological Sciences
0415-Toxicology
2210-Information Technology Management

TITUSVILLE,PENNSYLVANIA

1301-General Physical Science

Various Locations

0401-General Natural Resources Management and Biological Sciences
0415-Toxicology
1301-General Physical Science
1320-Chemistry
1350-Geology

0301-Miscellaneous Administration and Program
0306-Government Information Specialist
0308-Records Management
0318-Secretary
0341-Administrative Officer
0344-Management and Program Clerical and Assistance
0950-Paralegal Specialist
0986-Legal Assistance
1001-General Arts and Information
1035-Public Affairs
1083-Technical Writing and Editing

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	1							1	1	
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			20	4	2			26		
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	17	5	5	1	2			30		
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	2							2		
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1311-Physical Science Technician
1412-Technical Information Services
1601-Equipment, Facilities, and Services
0340-Program Management
0343-Management and Program Analysis
0560-Budget Analysis
1160-Financial Analysis
0819-Environmental Engineering
0830-Mechanical Engineering
0893-Chemical Engineering
1529-Mathematical Statistics
1530-Statistics

0028-Environmental Protection Specialist
0303-Miscellaneous Clerk and Assistant
0318-Secretary
0343-Management and Program Analysis
0501-Financial Administration and Program
0503-Financial Clerical and Assistance
0510-Accounting
0905-General Attorney
1801-General Inspection, Investigation, and Compliance
2210-Information Technology Management

WASHINGTON,DC

3817 2

0301-Miscellaneous Administration and Program
0343-Management and Program Analysis
0501-Financial Administration and Program
0905-General Attorney
1035-Public Affairs
0401-General Natural Resources Management and Biological Sciences
0403-Microbiology
0408-Ecology
0415-Toxicology
0801-General Engineering
0819-Environmental Engineering
0893-Chemical Engineering
1301-General Physical Science
1315-Hydrology
1320-Chemistry
1350-Geology
1515-Operations Research
1529-Mathematical Statistics
0110-Economist
0560-Budget Analysis
0601-General Health Science
1109-Grants Management
0301-Miscellaneous Administration and Program
0303-Miscellaneous Clerk and Assistant

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		2	10	9	10		31		
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				1			1		
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			1	2			3		
				1	1		2		
					1		1		
				1			1	5	
			5	3	1		9		
			2	1			3		
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0341-Administrative Officer		
0343-Management and Program Analysis		
0344-Management and Program Clerical and Assistance		
0018-Safety and Occupational Health Management	3	
0028-Environmental Protection Specialist	615	
0080-Security Administration	18	
0101-Social Science	1	
0110-Economist	66	
0132-Intelligence Operations Specialist	2	
0190-General Anthropology	1	
0201-Human Resources Management	42	
0203-Human Resources Assistance	2	
0260-Equal Employment Opportunity	11	
0301-Miscellaneous Administration and Program	293	
0303-Miscellaneous Clerk and Assistant	13	
0306-Government Information Specialist	13	
0308-Records Management	8	
0318-Secretary	18	
0326-Office Automation Clerical and Assistance	5	2
0335-Computer Clerk and Assistant	1	
0340-Program Management	87	
0341-Administrative Officer	17	
0342-Support Services Administration	11	
0343-Management and Program Analysis	836	
0344-Management and Program Clerical and Assistance	16	
0351-Printing Specialist	1	
0360-Equal Opportunity Compliance	2	
0391-Telecommunications	1	
0401-General Natural Resources Management and Biological Sciences	127	
0403-Microbiology	10	
0408-Ecology	10	
0415-Toxicology	28	
0482-Fish Biology		
0501-Financial Administration and Program	25	
0503-Financial Clerical and Assistance	1	
0505-Financial Management	1	
0510-Accounting	41	
0511-Auditing	42	
0560-Budget Analysis	34	
0601-General Health Science	12	
0602-Medical Officer	1	
0690-Industrial Hygiene	3	
0801-General Engineering	6	
0804-Fire Prevention Engineer	2	
0808-Architecture	5	
0810-Civil Engineer	1	
0819-Environmental Engineering	109	

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			26	19	14		59		
	1						1	5	
			52	65	55		172	33	25
			1		3		4	4	3
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3	6	13	20	24	12	3	78	40	52
	3						6	6	3
		3	4		2		9	3	9
			1	1	1		3		3
	4	2					6	4	3
3							5	4	3
	1	1					2	1	2
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1	2	13	108	74	53		249	79	166
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0830-Mechanical Engineering	5
0850-Electrical Engineering	1
0861-Aerospace Engineering	1
0893-Chemical Engineering	32
0905-General Attorney	399
0935-	3
0950-Paralegal Specialist	4
1001-General Arts and Information	17
1035-Public Affairs	53
1060-Photographer	1
1071-Audiovisual Production	1
1082-Writing and Editing	6
1084-Visual Information	1
1101-General Business and Industry	9
1102-Contracting	101
1103-	1
1106-Procurement Clerical and Technician	1
1109-Grants Management	22
1160-Financial Analysis	13
1170-Realty Specialist	1
1222-Patent Attorney	1
1301-General Physical Science	218
1306-Health Physics	5
1315-Hydrology	1
1320-Chemistry	31
1350-Geology	5
1412-Technical Information Services	2
1515-Operations Research	2
1529-Mathematical Statistics	4
1530-Statistics	3
1550-Computer Science	1
1640-Facility Operations Services	2
1654-Printing Services	1
1712-	1
1750-Instructional Systems	2
1801-General Inspection, Investigation, and Compliance	5
1811-Criminal Investigating	34
1860-Equal Opportunity Investigation	1
2101-Transportation Specialist	1
2210-Information Technology Management	266
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WEBB CITY, MISSOURI	1
1301-General Physical Science	1
WHEELING, WEST VIRGINIA	15
0028-Environmental Protection Specialist	2
0401-General Natural Resources Management and Biological Sciences	7
0819-Environmental Engineering	1

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		7	3	2		12	3	3
		6	2	1		9	2	2
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		1				1	1	1
		1	2			3	1	3
		4	13	7		24	16	16
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1301-General Physical Science	2	
1315-Hydrology	1	
1811-Criminal Investigating	2	
Grand Total	14793	4

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79	138	297	1296	887.5	782.5	0	15	3499	1153	1135
								Region 7	45	
								OEI	30	
								Total	1228	

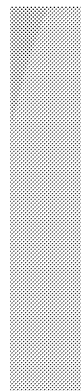
Occupation
0028-Environmental Protection Specialist
1301-General Physical Science
0343-Management and Program Analysis
0819-Environmental Engineering
0301-Miscellaneous Administration and Program
0905-General Attorney
0401-General Natural Resources Management and Biological Sciences
2210-Information Technology Management
0318-Secretary
0303-Miscellaneous Clerk and Assistant
1320-Chemistry
0340-Program Management
1102-Contracting
0510-Accounting
0501-Financial Administration and Program
0342-Support Services Administration
0893-Chemical Engineering
0415-Toxicology
0950-Paralegal Specialist
1035-Public Affairs
0408-Ecology
1109-Grants Management
0110-Economist
0260-Equal Employment Opportunity
0029-Environmental Protection Assistant
0601-General Health Science
1315-Hydrology
0560-Budget Analysis
0326-Office Automation Clerical and Assistance
0801-General Engineering
1350-Geology
0306-Government Information Specialist
1810-General Investigating
1001-General Arts and Information
0201-Human Resources Management
0344-Management and Program Clerical and Assistance
0511-Auditing
1530-Statistics
0341-Administrative Officer
1160-Financial Analysis
1529-Mathematical Statistics
1801-General Inspection, Investigation, and Compliance
0503-Financial Clerical and Assistance
0830-Mechanical Engineering

	Grade 1-4	Grades 5-8	Grades 9-11	Grade 12	Grade 13	Grade 14
Non-Term/Non-Student Employees						
2200			14	101	253	152
2142			2	9	199	89
1371		4	12	37	223	141
1621				10	191	58
566			30	22	54	45
1038				2	5	162.5
1103				5	38	26
602			1	3	69	52
152		19	18	2		
97	1	24	7			
415				1	59	19
236						3
273					5	13
143			2	18	36	17
139		2	34	27	2	9
36			3	5	8	2
88					14	9
140					11	10
31				16	2	
200				2	17	7
104					8	4
129				7	6	4
107					8	3
30				2	6	9
16		11				
88					2	5
31					2	5
117				3	6	6
15	3	4				
47				1	1	2
52				2	12	3
70			3	4	5	
17				1	5	
20					8	5
207				2	5	1
24		6	2			
97				1	3	1
30					1	3
59			2	8		1
33				1	6	
18						5
23					5	1
7		3	1			
80					1	

Grade 15	SES	Other	Total Targeted Positions	targets as % of occupation total	targets as % of agency onboards	Max Offers	Grouped Max Offers	Max Possible Max Offers
135			655	29.8%	4.4%	178	61	239
77		3	379	17.7%	2.6%	148	22	170
122			539	39.3%	3.6%	130	61	191
57		1	317	19.6%	2.1%	99	21	120
36		3	190	33.6%	1.3%	70	26	96
176.5		1	347	33.4%	2.3%	58	20	78
38		4	111	10.1%	0.8%	45	30	75
25			150	24.9%	1.0%	34	30	64
			39	25.7%	0.3%	25	5	30
			32	33.0%	0.2%	25	5	30
18		1	98	23.6%	0.7%	19	19	38
9			12	5.1%	0.1%	18	-9	9
7			25	9.2%	0.2%	17		17
11			85	59.4%	0.6%	16	4	20
9			83	59.7%	0.6%	15	3	18
1			19	52.8%	0.1%	14	2	16
10			33	37.5%	0.2%	12	7	19
7			28	20.0%	0.2%	11	4	15
			18	58.1%	0.1%	11	2	13
3			29	14.5%	0.2%	10	5	15
4			16	15.4%	0.1%	9	2	11
1			18	14.0%	0.1%	8	1	9
6			17	15.9%	0.1%	8	1	9
			17	56.7%	0.1%	8		8
			11	68.8%	0.1%	8	1	9
6			13	14.8%	0.1%	7	3	10
1			8	25.8%	0.1%	7	1	8
4			19	16.2%	0.1%	6	10	16
			7	46.7%	0.0%	6		6
			4	8.5%	0.0%	6	-2	4
1			18	34.6%	0.1%	5	4	9
2			14	20.0%	0.1%	5	9	14
			6	35.3%	0.0%	5		5
3			16	80.0%	0.1%	4	3	7
1			9	4.3%	0.1%	4	3	7
			8	33.3%	0.1%	4	2	6
1			6	6.2%	0.0%	4		4
2			6	20.0%	0.0%	4	1	5
			11	18.6%	0.1%	3	5	8
			7	21.2%	0.0%	3	2	5
1			6	33.3%	0.0%	3	3	6
			6	26.1%	0.0%	2		2
			4	57.1%	0.0%	2	1	3
2			3	3.8%	0.0%	2	1	3

Max Offers as % of Occupation
10.9%
7.9%
13.9%
7.4%
17.0%
7.5%
6.8%
10.6%
19.7%
30.9%
9.2%
3.8%
6.2%
14.0%
12.9%
44.4%
21.6%
10.7%
41.9%
7.5%
10.6%
7.0%
8.4%
26.7%
56.3%
11.4%
25.8%
13.7%
40.0%
8.5%
17.3%
20.0%
29.4%
35.0%
3.4%
25.0%
4.1%
16.7%
13.6%
15.2%
33.3%
8.7%
42.9%
3.8%

1550-Computer Science
0403-Microbiology
1101-General Business and Industry
0505-Financial Management
0986-Legal Assistance
1082-Writing and Editing
1084-Visual Information
1311-Physical Science Technician
1601-Equipment, Facilities, and Services
(blank)
0132-Intelligence Operations Specialist
0304-Information Receptionist
0335-Computer Clerk and Assistant
0350-Equipment Operator
0457-Soil Conservation
0525-Accounting Technician
0602-Medical Officer
0881-Petroleum Engineering
0963-Legal Instruments Examining
1060-Photographer
1106-Procurement Clerical and Technician
1306-Health Physics
1654-Printing Services
1702-Education and Training Technician
0308-Records Management
0690-Industrial Hygiene
1412-Technical Information Services
1515-Operations Research
0808-Architecture
1083-Technical Writing and Editing
1410-Librarian
2005-Supply Clerical and Technician
EPA



16					1	1
61					5	5
35					2	3
9						
5		2				
10				2		
6				1	1	
14			2			
2					1	1
29						
2						
1		1				
3			1			
1		1				
1					1	
5			1			
4						1
1					1	
1			1			
2					1	
3		1				
19						1
2					1	
2			1			
29				1	3	2
22					1	
4						1
3						
7					1	
1					1	
3			1			
2		1				
14793	4	79	138	296	1296	887.5

*Total includes occupations not listed in table
as of 6/9/2017



			2	12.5%	0.0%	2		2
2		1	13	21.3%	0.1%	1	2	3
			5	14.3%	0.0%	1	3	4
2			2	22.2%	0.0%	1	1	2
			2	40.0%	0.0%	1	1	2
			2	20.0%	0.0%	1		1
			2	33.3%	0.0%	1	1	2
			2	14.3%	0.0%	1	1	2
			2	100.0%	0.0%	1	1	2
		1	1	3.4%	0.0%	1		1
1			1	50.0%	0.0%	1		1
			1	100.0%	0.0%	1		1
			1	33.3%	0.0%	1		1
			1	100.0%	0.0%	1		1
			1	100.0%	0.0%	1		1
			1	20.0%	0.0%	1		1
			1	25.0%	0.0%	1		1
			1	100.0%	0.0%	1		1
			1	100.0%	0.0%	1		1
			1	50.0%	0.0%	1		1
			1	33.3%	0.0%	1		1
			1	5.3%	0.0%	1		1
			1	50.0%	0.0%	1		1
			1	50.0%	0.0%	1		1
1			7	24.1%	0.0%	0	7	7
			1	4.5%	0.0%	0	1	1
			1	25.0%	0.0%	0	1	1
1			1	33.3%	0.0%	0	1	1
			1	14.3%	0.0%		1	1
			1	100.0%	0.0%		1	1
			1	33.3%	0.0%		1	1
			1	50.0%	0.0%		1	1
783.5		15	3500			1103	125	1228

12.5%
4.9%
11.4%
22.2%
40.0%
10.0%
33.3%
14.3%
100.0%
3.4%
50.0%
100.0%
33.3%
100.0%
100.0%
20.0%
25.0%
100.0%
100.0%
50.0%
33.3%
5.3%
50.0%
50.0%
24.1%
4.5%
25.0%
33.3%
14.3%
100.0%
33.3%
50.0%
8.3%





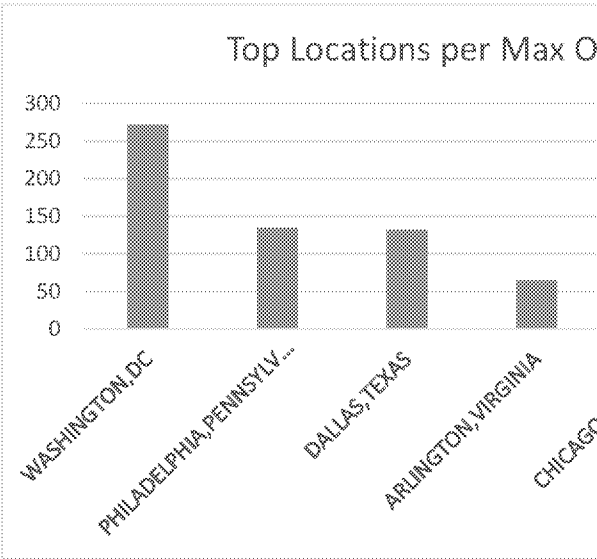


	Non-term/Non-Student Employees	Grade 1-4	Grade 5-8	Grade 9- 11	Grade 12	Grade 13
WASHINGTON,DC	3720	2	10	20	41	381
Various Locations		0	13	63	57	183
PHILADELPHIA,PENNSYLVANI	746		11	22	36	172
DALLAS,TEXAS	707		6	4	26	70
ARLINGTON,VIRGINIA	949		3	2		64
CHICAGO, ILLINOIS	1043	0	8	3	54	55
LENEXA,KANSAS	452		2	7	14	70
DURHAM,NORTH CAROLINA	1137	0	0	0	2	7
BOSTON,MASSACHUSETTS	518	1	7	1	10	63
CINCINNATI,OHIO	429	0	0	2	0	18
SEATTLE,WA	451		1	2	27	44
NEW YORK, NEW YORK	599	1	8	1	8	39
DENVER,COLORADO	503	0	1	0	0	0
EDISON,NEW JERSEY	175					33
LAS VEGAS,NEVADA	115	0	1	2	1	10
ATLANTA,GEORGIA	827	0	1	2	3	12
SAN FRANCISCO,CALIFORNIA	694		4	1	1	9
ANN ARBOR,MICHIGAN	274		1	4	5	10
FORT MEADE,MARYLAND	61				2	11
KANSAS CITY,KANSAS	56				3	13
HOUSTON,TEXAS	45		1		2	11
ANNAPOLIS,MARYLAND	22		1			2
NORTH CHELMSFORD,MASSACH	49					10
ATHENS,GEORGIA	123			1	1	
ADA,OKLAHOMA	43					
HELENA,MONTANA	27				2	
WHEELING,WEST VIRGINIA	15					4
EL PASO,TEXAS	6					1
LOS ANGELES,CALIFORNIA	27					
DES MOINES,IOWA	1					1
GOLDEN,COLORADO	14					
GULF BREEZE,FLORIDA	62					
HERNDON,VIRGINIA	1					
KANSAS CITY,MISSOURI	6					1
MADISON, WISCONSIN	1				1	
MONTCLAIR,NEW JERSEY	1					
MONTGOMERY,ALABAMA	39			1		
NORWOOD,OHIO	83					
PORTLAND,OR	25					
RICHLAND,WA	7					
RICHMOND,VIRGINIA	1					
TITUSVILLE,PENNSYLVANIA	1					1

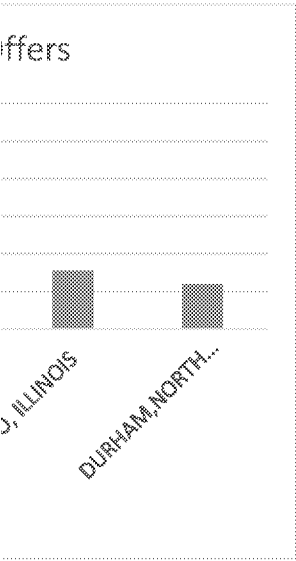
Grade 14	Grade 15	SES	Other	Total # of Targeted Positions	Targets as % of location total	Targets as % of agency onboards	Max # of Offers	Max offers as % of location total	Mas offers as % of total onboards	Restructure
310	232		7	1003	27.0%	6.8%	272	7.3%	1.8%	413
151	199			666		4.5%	78		0.5%	32
73	58			372	49.9%	2.5%	135	18.1%	0.9%	100
60	30			196	27.7%	1.3%	132	18.7%	0.9%	132
50	70			189	19.9%	1.3%	65	6.8%	0.4%	65
52	9			182	17.4%	1.2%	78	7.5%	0.5%	70
27	26			146	32.3%	1.0%	2	0.4%	0.0%	2
45	49		4	107	9.4%	0.7%	60	5.3%	0.4%	79
11	10			103	19.9%	0.7%	35	6.8%	0.2%	24
29	27		3	79	18.4%	0.5%	42	9.8%	0.3%	42
2				76	16.9%	0.5%	17.5	3.9%	0.1%	15.5
1	14			72	12.0%	0.5%	27	4.5%	0.2%	12
24	19		0	44	8.7%	0.3%	8	1.6%	0.1%	7
1	2			36	20.6%	0.2%	7	4.0%	0.0%	7
8	8		0	30	26.1%	0.2%	30	26.1%	0.2%	29
3.5	3.5			25	3.0%	0.2%	24	2.9%	0.2%	0
6	3			24	3.5%	0.2%	24	3.5%	0.2%	24
	3			23	8.4%	0.2%	6	2.2%	0.0%	22
5	3			21	34.4%	0.1%	9	14.8%	0.1%	9
1	3			20	35.7%	0.1%		0.0%	0.0%	
4				18	40.0%	0.1%	12	26.7%	0.1%	12
4	4			11	50.0%	0.1%	7	31.8%	0.0%	7
	1			11	22.4%	0.1%	3	6.1%	0.0%	3
2	5		1	10	8.1%	0.1%	3	2.4%	0.0%	1
7	2			9	20.9%	0.1%	9	20.9%	0.1%	9
1	1			4	14.8%	0.0%	1	3.7%	0.0%	1
				4	26.7%	0.0%	4	26.7%	0.0%	4
2				3	50.0%	0.0%	3	50.0%	0.0%	3
1	1			2	7.4%	0.0%	2	7.4%	0.0%	2
				1	100.0%	0.0%		0.0%	0.0%	
1				1	7.1%	0.0%		0.0%	0.0%	
1				1	1.6%	0.0%	1	1.6%	0.0%	1
1				1	100.0%	0.0%	1	100.0%	0.0%	1
				1	16.7%	0.0%		0.0%	0.0%	
				1	100.0%	0.0%	1	100.0%	0.0%	1
1				1	100.0%	0.0%		0.0%	0.0%	
				1	2.6%	0.0%	1	2.6%	0.0%	
1				1	1.2%	0.0%		0.0%	0.0%	
1				1	4.0%	0.0%	0.5	2.0%	0.0%	0.5
	1			1	14.3%	0.0%	1	14.3%	0.0%	1
1				1	100.0%	0.0%	1	100.0%	0.0%	1
				1	100.0%	0.0%	1	100.0%	0.0%	1

Restructure as % of total workforce	Eliminate	Eliminate as % of total workforc e	
2.8%	21	0.1%	?
0.2%	46	0.3%	
0.7%	35	0.2%	
0.9%	0	0.0%	
0.4%	2	0.0%	?
0.5%	8	0.1%	
0.0%	0	0.0%	
0.5%	2	0.0%	?
0.2%	11	0.1%	
0.3%	0	0.0%	
0.1%	2	0.0%	
0.1%	15	0.1%	
0.0%	0	0.0%	?
0.0%	0	0.0%	
0.2%	1	0.0%	
0.0%	0	0.0%	?
0.2%	0	0.0%	
0.1%	1	0.0%	?
0.1%	0	0.0%	
0.0%		0.0%	
0.1%		0.0%	
0.0%	0	0.0%	
0.0%		0.0%	
0.0%	0	0.0%	?
0.1%	0	0.0%	
0.0%	1	0.0%	?
0.0%	0	0.0%	
0.0%		0.0%	
0.0%		0.0%	
0.0%		0.0%	
0.0%		0.0%	
0.0%	0	0.0%	
0.0%	0	0.0%	
0.0%		0.0%	
0.0%		0.0%	
0.0%		0.0%	
0.0%	1	0.0%	
0.0%		0.0%	
0.0%		0.0%	
0.0%		0.0%	
0.0%		0.0%	
0.0%	0	0.0%	
0.0%	0	0.0%	

WEBB CITY,MISSOURI	1					1
Grand Total	14793	4	79	138	296	1296

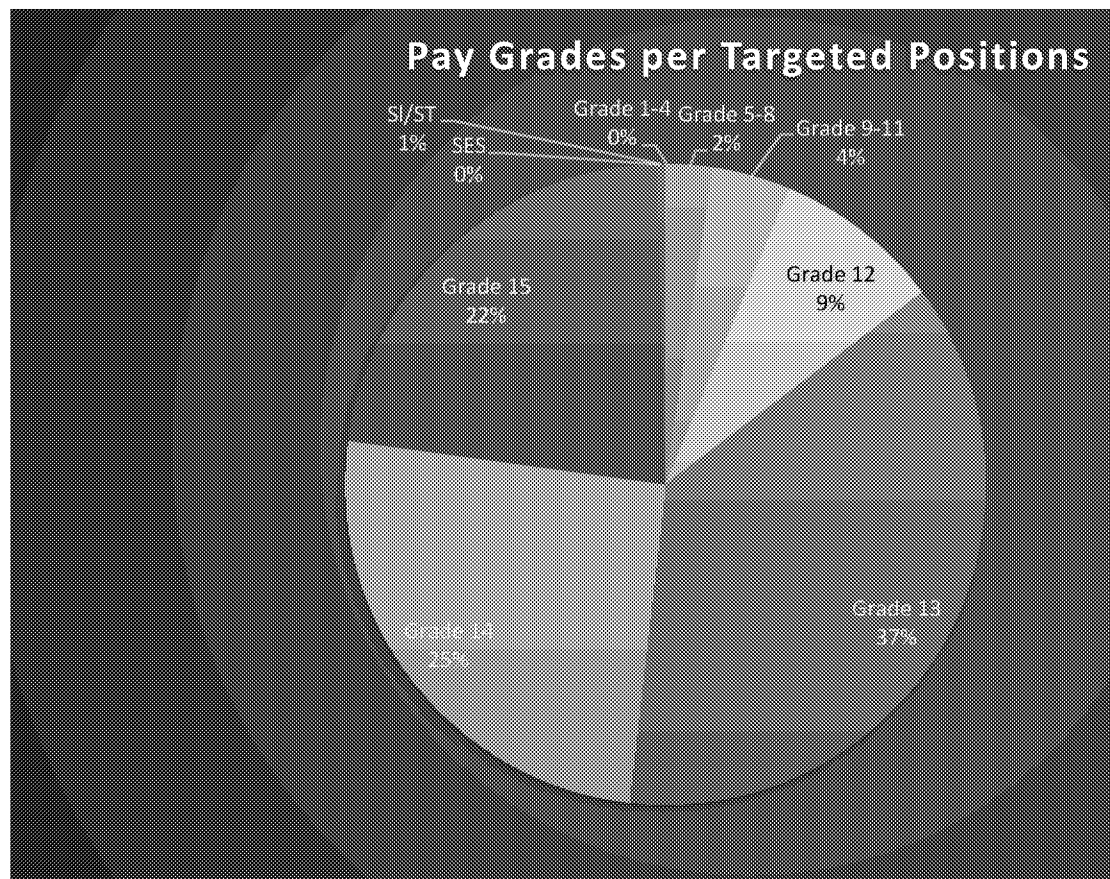


				1	100.0%	0.0%		0.0%	0.0%	
887.5	783.5	0	15	3500			1103		7.5%	1133

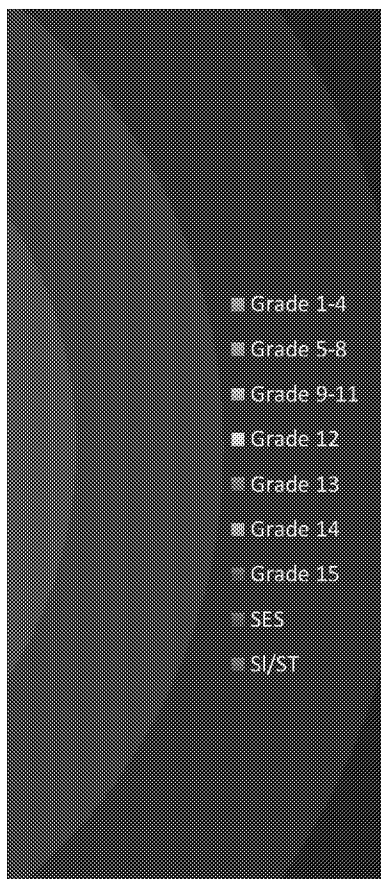


0.0%		0.0%
7.7%	146	1.0%

	Population	Targeted Positions
Grade 1-4	7	4
Grade 5-8	405	79
Grade 9-11	1197	138
Grade 12	1874	296
Grade 13	6027	1296
Grade 14	2709	887.5
Grade 15	2246	783.5
SES	266	0
SI/ST	39	15
Total	14793	3500
Notes: other pay plans in total; Some targeted positions didn't identify grades		



% of Grade	% of Onboards
57.1%	0.0%
19.5%	0.5%
11.5%	0.9%
15.8%	2.0%
21.5%	8.8%
32.8%	6.0%
34.9%	5.3%
0.0%	0.0%
38.5%	0.1%
23.7%	23.7%



**U.S. Environmental Protection Agency
Voluntary Early Retirement and Voluntary
Separation Incentive Payments Authorities
Business Cases and Budget Projections**

EPA Business Cases and Budget Projections

I. Introduction

In order to address the U.S. Office of Management and Budget's directive (M-17-22) to reform the agency to be more efficient and effective, EPA is seeking to reduce, restructure and reshape its various program and regional offices according to the following themes: layering to increase supervisor to staff ratio; consolidation or reduce administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions/activities/reduce number of programs. VERA and VSIPs will be offered to all regional offices and program offices except the Office of Inspector General (22 total offices). If the number of applications received exceeds the total number of VSIPs we can offer, approvals will be based first on service computation date for leave, then on entry on duty date (total EPA years of service.) If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first.

II. Office of the Administrator

Business Case

The Office of the Administrator over the course of many years has become one of the most highly graded organizations in the agency. As part of our strategic vision, we will continue to evaluate how well AO's organizational structure and staffing meets the agency's needs; ensuring that AO operates efficiently and effectively. Consequently, AO requests to:

1. Offer the VERA/VSIP to a generally broad segment of the AO workforce. We believe this inclusive approach will allow the majority of AO employees to decide if this is the right time for

them to accept the VERA/VSIP rather than management deciding for them by limiting the positions targeted.

2. Restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels. There has been a significant rise in nonsupervisory high-graded GS-14 and GS-15 positions in AO; these positions represent nearly half of our entire staff.

3. At a later date, reshape the workforce to reflect changes in programmatic direction; strengthen technical programmatic expertise with the appropriate skill mix; and maximize administrative support positions.

4. We will conduct ongoing assessments to ensure that AO's organizational structure meets current and future operational needs. Each Associate Administrator and Staff Office Director will continue to discuss their organization's priorities with the Chief of Staff and Deputy Chief of Staff. These structured meetings will specifically discuss how AO will advance the Administrator's priorities for the remainder of FY17 and begin analysis of FY18 conditions as information becomes more available. These discussions will enable refined assessment of the workforce, budget, and efficiencies across AO. As well as set priorities and develop action items AO-wide. Additionally, these discussions will aid in identifying potential savings and synergies to maximize effective utilization of AO's resources.

Information Required for VERA and VSIP Requests

Overall AO has targeted 152 positions out of a total 339 positions (339 does not include political appointees). Of the targeted positions, 110 of the 152 are GS-13 or higher and all are non-supervisory. We intend to offer VERA/VSIP to restructure a maximum of 64 positions in AO. All positions, with the exception of one SL level position which will be eliminated, that are offered VERA/VSIP will be restructured, primarily at a lower grade level. AO will continue to identify opportunities to improve the efficiency and effectiveness of the existing workforce by offering opportunity to train and develop staff through creative approaches using short-term assignments via Skills Marketplace; details through Talent Hub; and opportunities to participate in training and developmental programs. In addition, AO will continue to seek ways to streamline processes; eliminate or modify areas of redundancy, and encourage our workforce to join networks to share new methods and resources for performing the day-to-day work in support of the office mission and the Administrator's overall goals.

Finally, each office has developed a plan to maintain office functions while positions are restructured and re-staffed. Their selection of positions to be offered is predicated on their ability to restructure the position and hire employees with new skills and at lower grade levels to meet future requirements — up to their AO designated FTE ceiling.

Both the VERA and VSIP opportunities will be offered to staff in targeted series in all 12 individual offices within the Office of the Administrator. Targeting decisions were made by senior managers based on the specific mission needs required to reshape the workforce and lower the overall personnel compensation and benefits salary base. This proposal sets a maximum number of VSIPs to be offered for each series in each office. Decisions on who receives VSIPs will be made on the basis of seniority. These offers are based on an understanding that these offices will be allowed to restructure position and staff up to their AO authorized FTE ceiling.

NOTE: Given the pool of available candidates across our offices, if AO does not receive a high percentage of applicants at the GS-15 or GS-14 levels in any particular office, we request the flexibility to increase (or decrease) the offer number in one or more categories, as long as our total reduction does not exceed a total of 64.

VSIP-Specific Information

The targeted position spreadsheet identifies the details of the specific positions to be offered VSIP and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level with only one exception as noted above. The maximum amount of voluntary separation incentive payments to be offered in AO is 64. In AO everyone that is early out (VERA) is VSIP eligible as well. Our organizational charts are attached – AO is not making any changes to its organizational structure at this time. However, we continue to assess potential opportunities to gain greater efficiencies.

VERA-Specific Information

The total number of position with the Office of the Administrator potentially undergoing change is the 64 offers will be accepted. The attached spreadsheet identifies the details of the specific positions to be offered VERA and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level expect one. AO does not have any employees in the program who will be involuntarily separated, downgraded, transferred, or reassigned as a result of these actions. AO has a total number of 75 employees eligible for early retirement. The estimated total number of employees in the Office of the Administrator who are “likely” to take early retirement is approximately 30, which is about 40% of the total eligible employees.

The Office of the Administrator plans to offer opportunities for temporary assignments with possible reassignments; using Talent Hub to post opportunities for lateral reassignments; and allow offices to recruit, where needed at the lowest grade level possible, for specific skillsets that are not available within the agency. These recruitments will include the restructured position to decrease in total of the overall non-supervisory GS-14/15 positions.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,625,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool	\$999,804

\$64.09 x 240 x 65 of Targeted Positions}	
Total Maximum Direct Costs	\$2,624,804

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$70,252,000	\$70,252,000
B. VERA/ VSIP Payout Cost	\$1,600,000	
C. Leave Payout Cost	\$984,422	
D. Post VERA/VSIP Annual Payroll Cost	\$61,720,339	\$65,438,323
E. Payroll for # New Hires (GS 7,9,11) \$28.35 x 2080 x 64 of Targeted Positions	\$3,773,952	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,173,287	
G. Pre-VERA/VSIP Annual WCF Cost	\$5,375,245	
H. Post VERA/VSIP Annual WCF Cost	\$5,051,998	
I. WCF for # New Hires	\$317,923	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$5,323	\$5,323
Projected Savings with VERA/VSIP (F + J)	\$2,178,610	\$4,819,000 (A-D+J)

III. Office of Air and Radiation

Business Case

Over time, OAR has taken a number of steps to reshape its administrative workforce, including:

- Reorganizing work units and realigning or eliminating positions in order to consolidate mission support functions;
- Replacing positions performing non-inherently governmental clerical duties with grantees; and
- Offering separation incentives to employees whose positions were identified as redundant or obsolete.
-

Such incremental efforts, combined with ongoing attrition, have proven effective at realizing improved customer service with fewer positions and a lower cost to payroll. Also, in recent years EPA has adopted new internet-based data systems that require analysts who are skilled in using the full capability of the systems and who must be able to produce and interpret data reports. As the demands of mission support

functions have evolved, OAR has found that on-the-job training is not always sufficient to enable employees to use these systems effectively, and that new skills sets are needed.

In the event that EPA determines that OAR will offer new separation incentives, such incentives will be offered to non-SES positions in administrative series, predominantly in the 0300 family, in order to: 1) continue OAR's efforts to realize workforce efficiencies by consolidating and eliminating positions that are no longer mission-critical or that can be done at lower grade levels; and 2) refocus efforts on programmatic priorities.

Our proposal seeks to streamline administrative operations and reduce the number of personnel with obsolete skills. In addition, in certain offices, it is necessary to redirect limited resources from general administrative services to essential programmatic functions required for meeting agency strategic goals, as well as to support new and emerging agency priorities and federal environmental and programmatic mandates.

This VERA/VSIP proposal includes a total of 67 eligible positions and sets forth a maximum total number of 20 VERA/VSIP offers in OAR, as shown in the targeted position spreadsheet.

For any positions vacated by an employee who accepts VERA/VSIP, the office will redistribute mission-critical duties to existing positions to the extent possible. Depending on the availability of FTE in FY2018 and beyond, offices will seek to fill any competency gaps not addressed through redirection of duties by establishing positions and recruiting for skill sets needed for programmatic and mission-critical priorities as permitted by EPA.

How VSIP will be used in conjunction with VERA

About 15% of OAR's workforce is eligible for optional retirement. Combined with employees eligible for early retirement, the total number of VSIP + VERA employees constitutes 40% of our workforce. We are requesting authority to offer VSIP/VERA in order to reach the goal of 20 voluntary separations. Offering VSIP/VERA is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and better align the skill sets needed to meet current and future mission needs.

VSIP-Specific Information

The categories of positions that will be offered VSIP are the same as those indicated in the targeted position spreadsheet. This VERA/VSIP proposal targets a total of 67 positions and set forth a maximum total number of 20 VERA/VSIP offers in OAR. OAR will accept VSIP offers alone, or in combination with VERA or Optional Retirement.

OAR does not expect that any reorganizations will be necessary after the agency has completed the incentive payments. However, OAR will continue to explore ways to further improve workforce efficiencies.

VERA-Specific Information

OAR employs 1,119 employees as of May 12, 2017. Approximately 270 employees are eligible for early retirement. The estimate of the total number of employees in OAR who are expected to take early retirement is five or fewer.

As stated above, at this time, OAR does not expect that any reorganizations will be necessary post-VERA/VSIP. Certain personnel actions may be necessary as a result of the departures of staff. Some position descriptions may need to be updated to reflect new or amended duties, and this could require the processing of reassignment or realignment actions if the change is more than minimal. In addition, depending on where these departures occur, it may be necessary to offer details/temporary promotions to cover work if it cannot be handled by current staff. We would expect these actions to be few and used mainly if workforce departures are unevenly distributed.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 500,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 245,000
Total Maximum Direct Costs	\$ 745,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$172,283,000	\$172,283,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$170,163,000	\$170,163,000
E. Payroll for # New Hires	\$225,875	\$451,750
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$1,894,125	\$1,668,250
G. Pre-VERA/VSIP Annual WCF Cost	\$14,725,000	\$14,725,000
H. Post VERA/VSIP Annual WCF Cost	\$14,545,000	\$14,545,000
I. WCF for # New Hires	\$22,500	\$45,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$157,500	\$135,000
Projected Savings with VERA/VSIP (F + J)	\$2,051,625	\$1,803,250

- A. Assumes payroll allocation from FY17 Enacted budget for OAR.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes annual payroll cost of average salary of eligible positions (\$106,000) x 20 positions = \$2,120,000.
- E. Assumes hiring 5 GS-12, step 5 positions in Washington, DC. Start date April 2018.
- F. A – B – C – D – E
- G. Assumes working capital fund allocation from FY17 Enacted budget for OAR.
- H. Assumes \$9K WCF per person x 20 positions = \$180,000.
- I. Assumes \$9K WCF per person.

IV. Office of Administration and Resources Management

Business Case

The Office of Administration and Resources Management is requesting approval authority for the use of VSIP and VERA to transform its workforce by placing a renewed focus on core business services, eliminating business services with low demand, centralizing internal support in select administrative areas, and reshaping the workforce to optimize support to the agency.

OARM has 698 permanent employees. The VERA/VSIP plan targets 154 positions: 34 positions in support job series and 120 positions in programmatic series. Targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is 98 as shown in the targeted position spreadsheet. These offers span 20 different job series. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. The estimate of the total number of employees in OARM who are expected to take early retirement is five. OARM will focus on the following themes:

Restructure or reduce highly graded, supervisory and non-supervisory staff positions (GS 14 and 15) into lower graded positions that support the skills and competencies needed to meet current and emerging mission and program requirements and rebalance the current structure and recruit at lower grade and career ladder levels.

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*In OROM – the pool for 0343 positions in FACMD does not include one GS-14. This position acts as the Committee Management Officer and is excluded because it is required by GSA and the FAC Act.

Restructure positions to focus on core business functions where needs can be met more economically, by leveraging technology, or utilizing other resources. Includes the printing function, printing officers, and elimination of embedded attorney services in favor of OGC expertise. These positions will be restructured at lower grade levels and into positions that support core business functions. Consolidate or reduce administrative or support functions to increase emphasis on positions and series directly supporting our core business functions – facility, engineering, contract, grant and human resources management.

- Reduce the number of employees in specific occupational series (e.g., automation clerks, secretaries, procurement analysts, grants assistants, program and management analyst positions).
- Realign current administrative specialists and program analysts to consolidate internal HR support and budget execution in OARM to achieve efficiency.
- Restructure positions to recruit candidates having skills required to close current competency gaps.

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

How VSIP will be used in conjunction with VERA

OARM has 121 employees eligible for regular retirement and 164 eligible for early retirement through VERA in the above identified series. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to OARM to reshape its organization. The VSIP can further increase the

potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities.

Hence, the combination of VERA and VSIP provides the greatest likelihood of the OARM achieving the necessary reshaping and restructuring of its workforce.

The types of personnel actions anticipated as a result of the above proposed restructuring and elimination of positions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and possible external competitive recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 2,450,000
Annual Leave Pay Out for 98 Targeted Positions for VERA, Optional Retirement or Resignation {\$64.86* per hour x 240 x 98 Targeted Positions}	\$ 1,525,507.20
Total Maximum Direct Costs	\$ 3,975,507.20

*Payroll estimated on a GS-13, step 5 (\$51.48) with 26% included for loaded cost in Washington, D.C.

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$110,695,000	\$110,695,000
B. VERA/ VSIP Payout Cost	\$2,450,000	\$2,450,000
C. Leave Payout Cost	\$1,525,507.20	\$1,525,507.20
D. Post VERA/VSIP Annual Payroll Cost	\$96,485,000	\$96,485,000
E. Payroll for 84 New Hires	\$4,617,900	\$4,617,900
F. Payroll Savings for 98 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$5,616,592.80	\$5,616,592.80
G. Pre-VERA/VSIP Annual WCF Cost	\$6,280,000	\$6,280,000
H. Post VERA/VSIP Annual WCF Cost	\$5,473,852	\$5,473,852
I. WCF for 84 New Hires	\$690,984	\$690,984
J. WCF Savings for 98 VERA/VSIP Targeted Positions (J = G – H – I)	\$115,164	\$115,164
Projected Savings with VERA/VSIP (F + J)	\$5,501,428.80	\$5,501,428.80

V. Office of the Chief Financial Officer

Information Required for VERA and VSIP Requests

OCFO plans to reduce the number of administrative positions by using VERA/VSIP authorities to:

- Eliminate a clerk position.

- Reduce the number of financial technician positions.
- Reduce the number of secretary positions within OCFO's Office of the Controller (Reduce the number of management analyst positions within OC).

In addition, OCFO plans to reduce the number of financial management positions in OC by using VERA/VSIP authorities to:

- Reduce the number of financial specialist positions.
- Reduce the number of accountant positions.

Vacated clerk, secretary, and financial technician positions will be abolished. After VERA/VSIP offers have been accepted, OCFO will determine how many OC positions remain in the management analyst, accountant, and financial specialist series, and make appropriate workforce decisions. These decisions include possible reassignments of remaining personnel to fill positions in other parts of OCFO to fill mission-critical needs. The decisions also include possible restructuring to fill a small number of vacated positions with new skills needed to perform and support advanced data analytics and deliver secure, high-quality financial management processes, operations, and systems. These changes would be part of EPA's continuing efforts to meet the demand for a technologically sophisticated, analytical financial management workforce, as well as qualified technical and IT security staff.

OCFO will be able to operate without eliminated positions due to increased use of technology. Over time, the agency's financial management programs and functions have undergone significant change, particularly in the use of technology. In October 2011, the agency implemented the Compass Core Financial System, a key element of EPA's overall Financial System Modernization Plan, which provided increased integration among EPA's various systems and added new functionality. Now, we will take greater advantage of the full functionality of Compass to reduce our need for separate systems which cost time, money, and staff resources to integrate. As just one example, moving portions of the payment tracking systems and other interfacing systems into Compass will eliminate the need to reconcile discrepancies when all functionality is housed in one system. This should result in streamlined processes, better data quality, and reduced staff needed for integration of the separate systems and reconciliation of data. As a result, the workforce supporting the agency's financial management operations including the supporting administrative staff, which are located in OCFO, can be restructured and reduced, while qualified technical and IT security staff would be maintained.

We will be able to realign or reorganize to create operational efficiencies, while at the same time minimize any potential negative impacts on the workforce. We also plan to recruit for new skills needed by hiring a modest number of positions. We will recruit candidates who have analytical and critical thinking, and information management and technology skills. If needed, OCFO will implement management-directed reassignments or details to ensure mission-critical programs are not interrupted. OCFO's senior leadership will ensure that the highest priorities of EPA and OCFO will be carried out during this time of organizational change and workforce restructuring.

VSIP will be used in conjunction with VERA to maximize the incentives for employees to accept a VERA/VSIP offer. OCFO's attrition rate is low, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. For these individuals, VSIP is the only incentive we can offer. Another target group is eligible for neither optional retirement and nor early retirement. For these individuals too, VSIP is the only incentive available. Given that a reduced government income relative to optional retirement is inherent in VERA, we anticipate VSIP to be a

necessary enticement also among the target group who are VERA-eligible. VERA authority in conjunction with VSIP will be essential if we are to reach our goal of 27 voluntary separations from among a target group of 160.

VSIP-Specific Information

- The maximum number of VERA/VSIP to be offered is 27.
- The maximum amount that will be paid is \$25,000.
- The total maximum amount that will be paid is \$675,000.

A maximum of 27 VSIP payments would be offered in accordance with the targeted position spreadsheet.

VERA-Specific Information

As of May 15, 2017, OCFO has 303 non-temporary employees on board. 83 employees are eligible for early retirement. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is 20. At this time, we anticipate one position in an occupational series that OCFO no longer needs may require the incumbent to be involuntarily separated unless the individual accepts a VERA-VSIP offer or finds a position in another EPA office or federal agency. The types of personnel actions anticipated as a result of OCFO's need for VERA include separations, details (if necessary), reassignments, abolished and/or reclassified positions, and internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
27 VERA/VSIP Offers x \$25,000	\$ 675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate (\$49.66) based on the average grade and step (GS-12, Step 10) of the targeted pool x 240 x 27 Offers to Targeted Positions}	\$ 321,797
Total Maximum Direct Costs	\$ 996,797

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate ¹	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$43,281,345	\$43,281,345
B. VERA/ VSIP Payout Cost ²	\$675,000	\$0
C. Leave Payout Cost ²	\$321,797	\$0
D. Post VERA/VSIP Annual Payroll Cost ²	\$39,913,078	\$39,913,078
E. Payroll for 7 New Hires	\$725,473	\$725,473
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$1,645,997	\$264,2794
G. Pre-VERA/VSIP Annual WCF Cost ³	\$2,163,000	\$2,163,000
H. Post VERA/VSIP Annual WCF Cost	\$1,974,000	\$1,974,000
I. WCF for # New Hires	\$49,000	\$49,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$140,000	\$140,000
Projected Savings with VERA/VSIP (F + J)	\$1785997	\$2,782,794

¹Based on FY 2017 projected payroll

²Calculations are based on a GS-12 Step 10 (for 2017 in Washington DC), the average cost of the targeted pool. Eligible employees are located in Washington, RTP, Cincinnati, and Las Vegas. The 2017 GS-12 Step 10 salary is \$103,639 or \$49.66/hr. With a 30% increase to account for benefits, the total annual cost is \$134,730 annually.

³Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and is estimated at \$7,000 per position. Savings for 27 positions for one year is \$7,000 x 27 positions = \$189,000.

VI. Office of Chemical Safety and Pollution Prevention

Business Case

OCSPP is requesting approval authority for the use of VSIP and VERA together to transform its workforce to meet administrative and programmatic challenges facing the organization by reducing administrative support positions through efficiencies and technology, reshaping the organization to reflect changes in programmatic direction and increased efficiency, and reducing and restructuring our highly-graded full-time equivalents. OCSPP plans to offer both VSIP/VERA together (except for series GS-0303 which will only receive VSIP).

- Reduce the number of Miscellaneous Clerk and Assistant positions across OCSPP. As technology use across the workforce has expanded, many of the activities of the administrative staff in this series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into user-friendly automated systems, i.e., Concur, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in this administrative field and will enable the organization to reduce obsolete skills and consolidate a broader range of functions. OCSPP has 3 of these positions. One is in the Office of Pollution Prevention and Toxics (GS-10) in Washington, DC, and 2 are in the Office of Pesticide Programs in Arlington, VA (GS-7, GS-8). All offers would be accepted.
- Reduce and restructure the work of non-supervisory Miscellaneous Administration and Program Series positions in the OCSPP IO to restructure positions with new skill sets that advance multimedia approaches and new technology. The IO will look to restructure positions requiring broader programmatic experience, communication and communication technology, and the use of collaboration tools to better support the IO senior management. The IO would evaluate and determine how to restructure any position prior to filling the position. The IO has 2 GS-13 non-supervisory positions in this series in Washington, DC. All offers would be accepted.
- Reduce the number of Miscellaneous Administration and Program Series positions in OPPT's Information Management Division. The functions of OPPT have evolved with the manner and processing of submissions under the Toxic Substances Control Act (TSCA). Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OPPT would expect to fill any new FTE positions at lower grades in restructured positions. OPPT has 4 non-supervisory GS-13 positions in this series in IMD. Up to two offers would be accepted.
- Reduce and restructure the number of non-supervisory GS-15s across OCSPP. Many non-supervisory GS-15 positions were established to focus on specific programs when sufficient higher graded work was present. Program priorities have evolved over time and continue to do so and not all of these positions are currently required. Increased electronic reporting by the

regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OCSPP will review positions that are vacated and determine whether the work of the position is needed or whether it should be abolished. If the position is still needed, we will evaluate and determine how it will be restructured before filling. Decisions on job series, duties, grade, and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties, different job series or a different grade level appropriate for the scope of duties for that position. OCSPP has 56 positions eligible for retirement or early retirement (this excludes one IT security position). Up to 43 offers would be accepted across many series (3 in the IO; 22 in OPPT, 15 in OPP (see the next bullet), and 3 in the Office of Science Coordination and Policy). Positions are located in Washington, DC, Arlington, VA, Chicago, IL and Ft. Meade, MD.

- Reduce the number of OPP supervisory positions by restructuring branches in two OPP divisions. These new structures will consolidate functions across several branches to increase efficiency and reduce supervisor-to-staff ratios. In the Health Effects Division, OPP would combine information functions with science information functions into a single unit, and also combine scientific specialties related to health effects and exposure into one branch. This restructuring would lead to better cross-sharing of information and more efficient use of technical capabilities and staff resources. In the Pesticides Re-evaluation Division, OPP would eliminate one branch and task work from that branch across three other branches, eliminating the need for an administrative services branch. Reshaping these branches helps with increased efficiency and reduces the number of supervisors. OPP would re-task work to existing staff and supervisors. OPP currently has 3 positions located in Arlington, VA. Two of the three are GS-15-0343 Program Analysts, and one is 0401 Interdisciplinary. Up to 15 positions would be accepted in OPP from this group and the OPP non-supervisory GS-15s combined (OPP current and future organization chart attached).

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,250,000 (50 x \$25,000)
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$797,880 (\$66.49 x 240 x 50)
Total Maximum Direct Costs	\$ 2,047,880

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$154,647,000	
B. VERA/ VSIP Payout Cost	\$1,250,000	
C. Leave Payout Cost	\$797,880	
D. Post VERA/VSIP Annual Payroll Cost	\$147,732,050	
E. Payroll for # New Hires	\$2,765,980	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$2,101,090	

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G. Pre-VERA/VSIP Annual WCF Cost	\$8,703,000	
H. Post VERA/VSIP Annual WCF Cost	\$8,354,100	
I. WCF for # New Hires	\$139,560	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$209,340	
Projected Savings with VERA/VSIP (F + J)	\$2,310,430	

- A. EPM and S&T payroll (EPM and S&T payroll).
- B. \$25,000 x 50
- C. Average hourly for GS-13/5 x 240 hours x 50 staff (\$66.49 x 240 x 50)
- D. Anticipates all 50 staff (max offers) taking VERA/VSIP. Payroll in line A less fully loaded GS-13/5 (\$138,299 x 50).
- E. Assumes hiring of 20 new staff at yearly salary of \$138,299 per employee.
- F. See calculation formula above.
- G. From BAS 2016 Enacted
- H. Anticipates all 50 staff (max offers) taking VERA/VSIP.
- I. Assumes hiring of 20 new staff at yearly WCF cost of \$6,978 per employee.
- J. See calculation formula above.

VII. Office of Enforcement and Compliance Assurance

Business Case

The Office of Enforcement and Compliance Assurance is requesting authority for the use of VERA and VSIP to address longstanding shortfalls in extramural and other non-pay accounts through elimination or restructuring of positions vacated by departing employees.

OECA will offer VERA/VSIP broadly to enable redirection and refocusing of resources to establish a more efficient enforcement and compliance program aligned with the agency's strategic direction. OECA will accept VERA/VSIP applications for eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators, allowing the OECA to reshape its workforce, consolidate functions, and preserve extramural funds necessary to meet core business needs. The VERA/VSIP would encompass GS 5 – 15 positions in all locations. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

NOTE: Given the pool of available candidates, if OECA does not receive applicants at the numbers outlined in the Targeted Positions Template, we request the flexibility to increase (or decrease) the number in one or the other category, as long as our total does not exceed 51. This would be implemented by adhering to the selection criteria for each job category and then adjusting other categories where appropriate to meet overall target levels.

Through a combination of restructuring and elimination, OECA will refocus the workforce and balance extramural needs to meet changing priorities in coordination with our state and local partners. Some of OECA's components include separate administrative and program support functions which may be consolidated to reduce redundancies and promote greater efficiency. In addition, OECA may restructure compliance and enforcement activities across organizational lines to improve coordination and streamline functions. For the GS-2210 Information Technology Specialist positions, OECA will restructure and reassign work to lower graded employees in this series. While these are positions with direct-hire authority, reassignments internal to the agency should allow us to meet program needs.

Commented [LH1]: Need to verify if the targeted 2210s include IT Security. Those are the only 2210s with DHA.

OECA has 681 non-temporary employees in targeted positions, of which 164 are VERA-eligible and 522 are VSIP-eligible. OECA plans to offer up to 51 VSIPs (with or without VERA) to eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators in a pool of 506 targeted positions. This broad applicant pool will enable a large-scale approach towards a multi-faceted reshaping effort.

The estimate of the total number of employees in OECA who are expected to take voluntary early retirement are 25. With a target of 51 positions overall, we plan to restructure 25 positions to meet changing agency priorities and eliminate 26 positions to address longstanding financial needs for critical agency support activities.

Personnel actions as a result of the VERA/VSIP will likely be part of broader agency reform and restructuring efforts and will be a combination of details, reassignments, competitive hires and realignments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,275,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 788,015
Total Maximum Direct Costs	\$2,063,015

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,598,000	\$92,598,000
B. VERA/ VSIP Payout Cost	\$ 1,275,000	
C. Leave Payout Cost	\$ 788,015	
D. Post VERA/VSIP Annual Payroll Cost	\$83,265,000	\$83,265,000
E. Payroll for # New Hires	\$ 915,000	\$ 1,830,000
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 6,354,985	\$ 7,503,000
G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,896,200	\$ 3,896,200
H. Post VERA/VSIP Annual WCF Cost	\$ 3,503,500	\$ 3,503,500
I. WCF for # New Hires	\$ 38,500	\$ 77,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 354,200	\$ 315,700
Projected Savings with VERA/VSIP (F + J)	\$ 6,709,185	\$ 7,818,700

- A. Fully loaded average payroll cost for targeted positions (\$183,000 x 506).
- B. \$25,000 x 51.
- C. Average hourly for GS-14/7 x 240 hours x 51 staff.
- D. Fully loaded average payroll cost for targeted positions minus 51 (\$183,000 x 455).

- E. Assumes hiring of 10 new staff at yearly salary of \$183,000 per employee; 6 months of FY 2018/full year 2019.
- F. See calculation formula.
- G. Average WCF cost per employee in targeted positions (\$7,700 x 506)
- H. Average WCF cost for targeted positions minus 51 (\$7,700 x 455).
- I. Assumes hiring of 10 new staff at yearly WCF cost of \$7,700 per employee; 6 months of FY 2018/full year of FY 2019.
- J. See calculation formula.
- K. See calculation formula.

VIII. Office of Environmental Information

Business Case

OEI will offer VSIP and VERA opportunities to non-supervisory GS-15, GS-14, and GS-13 staff. Our workforce analysis shows a significant proportion of OEI's workforce (132 positions or 43%) is classified in nonsupervisory high-graded GS-14 and GS-15 positions. An additional 138 positions, or 45%, are GS-13; and only 11% are graded at or below the GS-12 level. OEI needs to have a balanced grade structure that is sustainable. Junior and mid-level staff are needed to support our IT and IM experts at the GS-14 and GS-15 levels. With the current distribution, a disproportionate number of OEI's staff is highly-graded experts, which does not allow for a career ladder growth path. Through restructuring, OEI aims to attract appropriately-skilled junior-level staff experienced in modern technology projects and programs. OEI is both an information technology and information management organization; a better distribution of these modern skills is needed to support the agency's mission.

After reducing the number of non-supervisory higher-graded positions (GS-13 and above), OEI will consolidate the higher graded work in remaining positions. Temporary work assignments may be required for high priority projects while the hiring plan is implemented. Some non-critical projects may be delayed during the transition period. Once our non-supervisory, high-graded workforce has been restructured, we will look for opportunities to centralize work where it can be, or otherwise align the positions to the appropriate organizations. This will protect against duplication of effort, streamline reporting relationships, and improve accountability.

OEI averages less than 10 retirements per year, although OEI currently has 74 positions that are fully eligible for immediate retirement. Given our low attrition rate and the fact that many of our retirement-eligible employees have continued to work years beyond retirement eligibility, we request authority to offer VERA with VSIP to supplement our number to reach our goal of 30 voluntary separations. Offering VERA with VSIP is more appealing than VERA alone and will likely help us achieve the voluntary separations needed to restructure the grade levels and work of our workforce.

VSIP-Specific Information

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations. We plan to offer VSIP/VERA to non-supervisory employees at the GS-13 through GS-15 levels in the specified organizations. GS-2210 IT Specialist Security/INFOSEC are not included in this proposal.

With an organizational FTE ceiling of 421 positions and a vacancy rate of 78 positions, it will be critical for OEI to develop a replacement hiring plan. The goal of the plan will be to lower our grade structure

and recruit new skills needed to advance current and future information management and technology requirements for the agency given fewer resources.

We will offer 30 VSIPs, each up to the maximum of \$25,000 for a total amount of \$750,000. The following table illustrates the maximum allocation of VERA/VSIPs by OEI Office and/or Division. Review OEI's Targeted Positions Template for detailed information.

The following table illustrates the maximum allocation of VERA/VSIPs by OEI Office and/or Division. Review OEI's Targeted Positions Template for detailed information.

Allocation of VERA/VSIPs by Office		*Allocation of VERA/VSIP by Division (OITO and OEIP)		
ODSTA	4	OEIP	IO	1
OCAPPM	3	OEIP	EQMD	1
OBOS	2	OEIP	ERMD	2
OIM	8	OEIP	FLAD	1
OISP	3	OEIP Total		5
OEIP*	5	OITO	IO	1
OITO*	5	OITO	SBMD	4
TOTAL	[=SUM(ABOVE)]	OITO Total		5

VERA-Specific Information

As of April 17, 2017, OEI employs 343 permanent employees. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures to better meet mission needs. To gain additional cost efficiencies and improve OEI's ability to hire and retain highly qualified staff (especially in technical fields), OEI will also consider redistributing some of the restructured positions to RTP, North Carolina, where we currently have staff present. If we deem it necessary to most effectively support EPA's mission, OEI may involuntarily reassign up to 10 employees as a result of this proposal.

A total number of 79 OEI employees are eligible for early retirement. The estimate of the total number of employees in OEI who are expected to take early retirement is eight, or 10% of the total eligible. We expect to complete the following types of personnel actions as a result of OEI's need for VERA: management directed reassignments, details, voluntary separations, permanent internal and external recruitments, temporary/term internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
Max. Buyout Amount: 30 Targeted Positions for VSIP × \$25,000	\$ 750,000
Annual Leave Pay Out: Hourly rate based on the average grade and step (14/5) of the targeted pool \$60.83 × 240 Hours × 30 Targeted Positions	\$ 437,976
Total Maximum Direct Costs	\$ 1,187,976

Table B – Estimated Savings or FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate

A. Pre-VERA/VSIP Annual Payroll Cost (Appropriated and WCF; assuming 2% increase each year)	\$58,118,909.46	\$59,281,287.65
B. VERA/ VSIP Payout Cost	\$750,000	
C. Leave Payout Cost	\$437,976	
D. Post VERA/VSIP Annual Payroll Cost	\$54,310,169	\$55,472,548
E. Payroll for 30 New Hires	\$573,179.00	\$650,296.00
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$2,047,585.00	\$3,158,444.00
G. Pre-VERA/VSIP Annual WCF Cost	\$2,886,314.64	\$2,886,314.64
H. Post VERA/VSIP Annual WCF Cost (30 departures)	\$2,612,246.70	\$2,612,246.70
I. WCF for 30 New Hires	\$274,067.94	\$274,067.94
J. WCF Savings for 30 VERA/VSIP Targeted Positions (J = G – H – I)	\$0	\$0
Projected Savings with VERA/VSIP (F + J)	\$2,047,585.00	\$3,158,444.00

IX. Office of General Counsel

Business Case

The Office of General Counsel provides legal services to all the agency's organizational elements with respect to all programs and activities. Specifically, OGC provides legal opinions, legal counsel, litigation support, and assists in the formulation and administration of the agency's policies and programs as legal advisors. OGC's workforce is primarily comprised of attorney advisers. OGC often has a shortfall in its non-pay budget lines. Because the agency is considering VERA and VSIP, OGC has taken steps to ensure it only has essential personnel at the right grade level so as to ensure it has as much non-pay funding available as possible. In reviewing OGC's ongoing work and the agency's needs, OGC decided to restructure or reduce one (1) highly graded non-supervisory position and one (1) non-supervisory position in its Immediate Office. Below is the VERA and VSIP business case justification:

POSITION	FUNCTION	ORGANIZATION	LOCATION	OCCUPATIONAL CATEGORY	GRADE LEVEL
Senior Counsel for International Affairs	Oversees special projects of significant concern to the agency.	OGC Immediate Office	WA, DC	Management	SL-0905-00
Executive Assistant	Executes day-to-day responsibilities & assignments that are routine and/or may be of a sensitive nature.	OGC Immediate Office	WA, DC	Administrative	GS-0301/12

The senior counsel SL-0905 position targeted under the VERA/VSIP authorities was a new position OGC created soon after a significant environmental incident. The position's original duty station was in Denver, CO, that was changed in late 2016 to Washington, DC. The position responsibilities included

special projects such as supporting the agency mission-driven environmental and human health efforts related to the Region 8 Gold King Mine. Given the reduced impacts surrounding the Gold King Mine efforts at this time, this position is no longer high priority or critical to the agency mission. OGC made the decision to eliminate this position. This position is retirement eligible. OGC will offer only the VSIP authority.

OGC's Immediate Office currently employs two executive assistant GS-0301/12 positions of which one position is considered in excess at the GS-12 level. OGC will target two positions under the VERA/VSIP authorities but will offer only one position. In reviewing its administrative support needs in the OGC Immediate Office, OGC determined that the work may be restructured at the GS-11 level. OGC will offer both the VERA and VSIP authority for the one position.

VSIP- and VERA-Specific Information

The one targeted SL-0905 position is retirement eligible. OGC will offer only the VSIP authority.

- Total 0905 General Attorney = 173 // Retirement Eligible = 25 // VERA eligible = 37 // VSIP eligible = 136

OGC is targeting two positions at the GS-0301/12 but only offering one position based on the first to apply. The one position will be eligible for both VERA and VSIP authority. The targeted GS-12 position will be restructured at the GS-11 level.

- Total 301 Miscellaneous Administration and Program = 13 // Retirement Eligible = 4 // VERA eligible = 3 // VSIP eligible = 13

Budget Information

Table A – Direct Costs for VERA/VSIP		
2 Targeted Positions for VSIP x \$25,000	\$ 50,000	
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 40,685	
Total Maximum Direct Costs	\$ 90,685	
Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$359,379	\$363,189
B. VERA/ VSIP Payout Cost	\$ 50,000	\$ 50,000
C. Leave Payout Cost	\$ 40,685	\$ 41,116
D. Post VERA/VSIP Annual Payroll Cost	\$0	\$0
E. Payroll for # New Hires	\$85,363	\$85,363
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$183,331	\$185,805
G. Pre-VERA/VSIP Annual WCF Cost	\$17,788	\$17,979
H. Post VERA/VSIP Annual WCF Cost	\$0	\$0
I. WCF for # New Hires	\$8,894	\$8,989

J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$8,894	\$8,989
Projected Savings with VERA/VSIP (F + J)	\$192,226	\$194,794

Assumptions:

1. Annual Payroll cost for GS-12/6 (\$93,008) and SL position \$187,000 includes an estimated benefits rate of 27% and a 1.6% inflationary adjustment for FY18 and FY19
2. Leave Payout includes annual leave hrs of 1.3 @ \$44.72 and 447.15 hrs @ 89.90 plus a 1.6% inflationary adjustment for FY18 and FY19
3. New Hire GS-11/1 (\$66,510) plus a 1.6% inflationary adjustment
4. WCF estimated cost of \$8,800 per person plus a 1.7% inflationary adjustment for FY18 and FY19

X. Office of International and Tribal Affairs

Business Case

The Office of International and Tribal Affairs proposes offering VERA and VSIP to GS-13 through GS-15 non-supervisory staff and to a small number of staff in administrative positions to facilitate the consolidation of programs and functions across the organization.

OITA currently has 74 non-temporary employees, the majority of whom are at the GS-13 to GS-15 grade levels. We propose to offer VERA/VSIP buyouts primarily to eligible employees at these grade levels, and will restructure the positions vacated by departing employees. The maximum number of positions eligible will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts.

OITA seeks to align the work of its international and tribal programs with administration priorities. Because of the administration's focus on fewer high-priority initiatives for international and tribal programs, OITA will need fewer higher-graded employees to serve as program leads. (The reduction in the number of key program areas is more significant in the international programs than in the tribal programs, and OITA is targeting fewer positions in its American Indian Environmental Office, accordingly).

Although OITA offered VERA/VSIP in 2014, the Office still has GS-13 through GS-15 level employees performing some functions that could be performed by staff at lower grades. As part of the office's efforts to realign its work and consolidate functions, less complex work will be restructured into lower-graded positions, which will facilitate consolidating more complex duties (e.g., policy development, multilateral negotiations, etc.) among the higher-graded staff who remain following the VERA/VSIP process. EPA offers in-house training (e.g., COR certification, IA Project Officer certification, etc.) that can help prepare lower-graded staff to assume some of the less complex duties currently being performed by higher-graded employees.

A reduction in the number of programs and the number of staff should also allow OITA to further consolidate some administrative functions, with slightly fewer staff providing administrative support to the office's programs. (OITA's 2014 VERA/VSIP process saw the departure of a number of key administrative support staff. Although some further consolidation is possible, there are currently fewer opportunities to reduce administrative functions than to collapse program management functions).

OITA's current structure is already "flat." The office anticipates no reorganization as a result of VERA/VSIP. Realignments within each of OITA's constituent organizations are more likely, with teams being combined or staff assignments being consolidated.

Tentative areas of workforce reshaping and restructuring include:

- A reduction in the number of formal teams. Staff in OITA's program components are currently divided into a total of nine teams, each of which is headed by a GS-15 Senior Advisor. Combining existing teams will allow us to reduce the need for a number of higher-graded staff.
- A reduction in the number of GS-15s other than Senior Advisors. OITA's international programs currently have three non-supervisory GS-15s serving in positions other than team leaders. Several of these GS-15s support programs that OITA plans to significantly reduce in order to align the office's international priorities with the focus areas identified by the new administration. As the GS-15s who support these programs depart, OITA will restructure the positions to reduce their full promotion potential and to restructure the positions to support new priority programs.
- Realignment of resources across OITA will increase efficiencies in managing assistance agreements and contracts, which should reduce the number of staff needed to administer these vehicles. Some work currently supported by employees at the GS-13, 14, and 15 grade levels -- in both the international and tribal programs -- can be reassigned to staff at lower grades.

OITA will target a total of six positions in accordance with the targeted position spreadsheet.

VSIP

VSIP will be offered for each of the six targeted positions, with a maximum of five offers being accepted. If OITA receives and accepts the maximum number of requests, \$125,000 will be required for buy-outs.

A number of staff who occupy the targeted positions are already retirement eligible. VSIP will serve as an incentive for these employees to retire from federal service.

VERA

Nineteen employees in OITA are VERA eligible. The estimate of the total number of employees in the office who are expected to take early retirement is two.

The administration's focus on a smaller number of key international and tribal programs will result in the need for fewer higher-graded employees as program leads. Reductions in major initiatives may necessitate the transfer of up to ten OITA employees to other parts of the agency. OITA may also need to make significant changes to portfolio assignments for up to twenty other employees as a result of rapidly changing focus areas for our programs. OITA seeks VERA authority as one option for alleviating the need to transfer employees.

Budget Information

Table A - Direct Costs for VERA / VSIP		2017	2018	2019		
5	<-- Targeted Positions for VSIP Buyout x \$25,000	\$125,000	\$0	\$0		
Annual Leave Payout for Targeted Positions for VERA, Optional Retirement or Resignation (Hourly rate based on the average grade and step of the targeted pool x (240 + 150 AL hours) x Targeted Positions (@ G14/Step 5))		\$106,459	\$0	\$0		
Total Maximum Direct Costs		\$231,459	\$0	\$0		

Table B - Estimated Savings for FY 2018 through FY 2019		2017	2018	2019	Factors	
A	Pre-VERA / VSIP Annual Payroll Costs (before VERA/VSIP): FY 2017 - 05/15/17 on-board count; increased 3.25% each year for increased costs (1.9% COLA, promotions, etc)	\$12,300,000	\$4,190,277	\$3,683,626	3%	103%
B	VERA / VSIP Payout Cost (\$25,000 x Targeted Positions)	\$125,000	\$0	\$0		
C	Leave Payout Cost (presumes 240 ceiling hours at average salary plus 150 hours earned in 2017) @ G14/Step 5	\$106,459	\$0	\$0		
D	Payroll Savings (Payroll @ G14/S5 Targeted VERA/VSIP participants @ end FY 2017)	\$0	(\$871,723)			
5 E	<-- Payroll for new hires @ G9/Step 1 for two-thirds in FY 2018		\$249,123	\$389,726	0.66 FTE mid-Feb - Sept, 2018)	
F	Post VERA/VSIP Annual Payroll Cost (F = A + B + C + D + E)	\$12,531,459	\$3,567,676	\$4,073,351		
G	Pre-VERA / VSIP Annual WCF Costs (before VERA/VSIP)	\$574,466	\$221,190	\$228,379		
H	Working Capital Fund Savings (7.15K in FY17; projected increase of 2%/year)		(\$36,500)	(\$37,230)		
I	Working Capital Fund Costs for New Hires for two-thirds in FY 2018		\$24,090	\$37,230		
J	WCF Costs for VERA / VSIP (J = G + H + I)	\$574,466	\$208,780	\$228,379		
Projected Savings with VERA / VSIP (F + J)		\$13,105,925	\$3,776,456	\$4,301,730		

#	Total VERA/VSIP Target	FTE	80.3	30.3	FY19 Payroll increase --->	3.25%
33%	Grade / Step = GS 14 / 5 Salary	Full Year	\$126,960	\$131,086		hr/year
350	Grade / Step = GS 14 / 5 Benefits		\$41,897	\$43,258		2087
	WCF Costs in 2017 is \$7,154		\$7,154	\$7,300		\$60.83 per hour
#	Total New Hires Target					
	Grade / Step = GS 9 / 1 plus 33% benefits		\$54,974	\$56,761		
	Grade / Step = GS 14 / 5 Benefits		\$18,141	\$18,731		

Xi. Office of Land and Emergency Management

The Office of Land and Emergency Management is requesting approval authority for the use of VERA and VSIP.

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix through efficiencies and technology;
- Streamline OLEM's national workforce by reducing and reshaping the current top-heavy GS-13/14/15 grade structure to create opportunities for recruiting at lower grade levels for alignment with the agency's highest priorities;

- Restructure existing staff layers to improve organizational productivity while reducing the staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a number of vacancies at lower grades (GS-7/9/11) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization.

OLEM currently employs 494 permanent employees. Of these, 112 are eligible for voluntary retirement, 134 are eligible for early retirement, and 451 are eligible for voluntary separation payments. OLEM plans to target 219 positions with a maximum of 94 offers. Both the VERA and VSIP opportunities will be offered to staff in targeted series in OLEM. The estimated number of employees expected to take early retirement is 24 employees (25%). Because OLEM will be restructuring and not eliminating positions, we expect to rehire approximately 94 positions.

OLEM manages the agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields redevelopment, and accidental releases from oil and chemical facilities.

Under the Resource Conservation and Recovery Act, the Office of Resource Conservation and Recovery is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA regional offices and state programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

(1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs.

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving, effective oversight can be achieved with fewer personnel resources.

(2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and on economic redevelopment possibilities, while suspending work on sites or portions of sites that are low risk and have low potential for redevelopment. This will result in a streamlined organization. Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions.

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. Community Involvement Coordinators (CIC) work with community members throughout the cleanup process. On-Scene Coordinators and Remedial Project Managers also have significant roles along with input from hydrogeologists, toxicologists and ecological risk assessors and grants/project officers that administer cooperative agreements to states for their participation in the process.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to implement all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This will require careful allocation of resources to the completion of the other phases of the process, such as Record of Decision, and Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP			
Total VSIP Amount	Max # of V/V Offers	Annual Leave Payout	Total
<i>A</i>	<i>B</i>	<i>C</i>	<i>A x B</i>
\$25,000	94		\$2,350,000
Hourly rate based on the average grade and step of the targeted pool			<i>AxBxC</i>
\$65.43	94	240	\$1,476,101
Total Maximum Direct Costs			\$3,826,101

Table B – Estimated Savings for FY 2018 through FY 2019			
	FY-17 OP Plan	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 82,364,000.00	\$63,776.00	\$62,725.00
B. VERA/ VSIP Payout Cost	\$ 2,350,000.00		
C. Leave Payout Cost	\$ 1,476,101.00		
D. Post VERA/VSIP Annual Payroll Cost	\$ 86,190,101.00		

***E. Payroll for # New Hires	\$ 5,167,368.00	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 81,022,733.00	
**G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,458,000.00	
**H. Post VERA/VSIP Annual WCF Cost	\$ 2,800,000.00	
**I. WCF for # New Hires	\$ 658,000.00	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ -	
Projected Savings with VERA/VSIP (F + J)	\$ 81,022,733.00	

Notes:

* Payroll saving calculations for direct costs and estimated savings are based on GS-13, Step 5 in Washington, D.C. annual salary as of January 2017 is \$107,435 or \$51.48 per hour, with an additional 27.10% and 1% increase to hourly figures to account for benefits, hourly amount which equals to \$65.43 or \$136,549.88 annually.

**Working Capital Fund costs are based on an annual rate of \$7,000 per position per year for computer, telephone, and internet access. Cost for 94 positions for one year is (\$7,000 x 94 = \$658,000).

***Payroll calculations for 94 new hires are based on entry level (GS-9, Step 1, \$54,972.00 includes 27.10% and 1% GS

XII. Office of Research and Development

The Office of Research and Development plans to reshape its workforce to place a greater focus on the science supporting the Administrator's priorities of (1) supporting core drinking water/clean water infrastructure projects; (2) implementing TSCA reform; (3) bringing about measurable changes in communities with Superfund sites; and (4) attaining the air quality standards. Our plan is to accomplish this through the restructuring of our workforce by consolidating our Las Vegas workforce to other ORD locations, bringing our supervisor-to-staff ratio in line with agency standards, and reducing the number of highly graded, non-supervisory staff position.

Without the eliminated/restructured positions, ORD will have the increased opportunity to maintain its core post-doctoral program that provides technical expertise in cutting-edge scientific areas supporting the agency's priorities, as well as to create vacancies to recruit staff at the entry level with the skill sets needed to support our core functions. Additionally, reducing the number of employees at our LV facility will allow us to reduce the footprint in leased space, eventually allowing us to reallocate those funds to other high priority initiatives.

ORD plans to use the VERA, in conjunction with the VSIP, as an incentive to implement these restructuring strategies. ORD historically has a low attrition rate, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. Together, these two

authorities provide the most favorable opportunity for the organization to meet its goals while offering an attractive incentive for eligible employees to elect to leave the organization.

VSIP will be offered to a maximum of 183 employees with an estimated 55 (or 30%) accepting the offer. These offers will be made to retirement or early out (VERA) eligible employees located in LV, Nevada; eligible employees who are non-supervisors at the GS-14 and above grade level (to include SES, ST, SL); and eligible supervisors with <5 employees. ORD's labs, centers, and offices are all unique in how they support the priorities of the agency. Each will handle restructuring under the three scenarios slightly different based on their current staffing needs, mainly through a variance in the maximum offers by geographic location, series, and grade. Our attached template takes those considerations into account and includes numbers based on the LCO specific requests. ORD will not have any changes to its organizational chart as a result of these offers.

ORD currently has 1564 non-temporary employees. Of those, 322 employees are eligible for early retirement. VERA will be offered to 66 of the non-temporary employees in ORD. The estimate of the total number of employees in ORD who are expected to take early retirement is 13 (20%). ORD does not anticipate any involuntary separations, downgrades or transfers as a result of this restructuring. It is anticipated that it will be necessary to implement a limited number of details and reassignments as a result of the VERA in order to continue our restructuring/reshaping process. We anticipate some reassignments specifically associated with our goal to increase the supervisor/staff ratio in ORD. VERA will help us move toward that goal. Additionally, a reduction in the number of high graded non-supervisors as a result of this VERA will allow ORD to bring in new, lower graded employees with skills to take on work to support the agency's core functions, as well as continue our focus on our post doc program. Please see the targeted position spreadsheet for detailed information for each job series.

Budget Information

Table A – Maximum Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	183 x \$25,000 = \$ 4,575,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 3,030,480
Total Maximum Direct Costs	\$ 7,647,040

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$270,216,263	\$262,109,775
B. VERA/ VSIP Payout Cost	\$1,375,000	\$0
C. Leave Payout Cost	\$910,800	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$261,204,513	\$252,935,814
E. Payroll for # New Hires	\$1,480,752	\$3,014,811
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$5,245,198	\$6,159,150
G. Pre-VERA/VSIP Annual WCF Cost	\$10,772,042	\$10,987,482
H. Post VERA/VSIP Annual WCF Cost	\$10,414,405	\$10,622,692
I. WCF for # New Hires	\$203,028	\$182,784
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$154,610	\$182,006

Projected Savings with VERA/VSIP (F + J)	\$5,399,808	\$6,341,157
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Budget assumptions:

Table A:

Targeted x 25,000: Assumes max (cap) of 183 (because calculation is for maximum costs) accept \$25K each for a total of \$4.575M

Annual Leave Pay Out: The average hourly rate across the entire targeted pool is about \$69 x 183 max (cap) x 240 hours for a total of \$3,030,480

Table B:

A: Amounts of PC&B for all of ORD, 3% historical attrition applied to 2018 number, COLA is 1.8% for 2018 and assumed to be the same for 2019.

B: Assumes that of 183 max (cap), 55 of the cap will accept (30% targeted). $55 \times 25000 = \$1.375M$ for FY18 (we assume that all VERA/Retirements must occur by 9/30/17), and we currently assume that no additional VERA/VSIP is planned for FY18 or FY19 though we would like to be able to pursue that option if necessary and possible.

C: Assumes that (from line B) with 55 accepting, with 240 hours leave at an average hourly rate of \$69, this is $\$69 \times 55 \text{ accepting} \times 240 \text{ hours}$ for a total of \$910,800

D: Amounts of PC&B estimated for 55 accepting and leaving with \$145,000 average salary of targeted and 13% benefits % of PC&B estimate, so (Line A) - $(55 \times \$145,000 \times 113\%) = \$261,204,513$ for FY18 and the same amount times 101.8% for COLA for FY19 or (Line A) - $(55 \times \$145,000 \times 113\% \times 101.8\%) = \$252,935,814$

E: We assume that of 55 departing, 28 new hires would be made at lower pay grades. Assume the average hourly rate of \$45/hour, and with 13% benefits, and assume that the average new hire works half the year, $(28 \times \$45 \times 2080 \times 113\% \times 50\%) = \$1,480,752$ for FY18, and the same amount times 101.8% for COLA for FY19 and assuming those same new hires work the whole year, $(28 \times \$45 \times 2080 \times 113\% \times 101.8\%) = \$3,014,811$

G: By taking the \$6275 average WCF cost/year for 2017 for all ORD FTE and multiplying it by 1683 FTE and by 102% for the FY18 increase it is: $1683 \times 102\% \times \$6275 = \$10,772,042$ and then $\$10,772,042 \times 102\% = \$10,987,482$ for FY19

H: \$6375 is the average WCF cost/year for 2017 of the targeted employees. Assuming 55 accept and depart, and 2% is the annual increase in cost, (Line G) - $(\$6375 \times 102\% \times 55) = \$10,414,405$ for FY18 and (Line G) - $(\$6375 \times 102\% \times 102\% \times 55) = \$10,622,692$ for FY19.

I: \$6275 is the average WCF cost/year for 2017 of the targeted employees. 2% is the annual increase in cost. So $\$6275 \times 102\% = \6400 . Additional one-time background check costs are \$4051/employee. If 50 new hires are made throughout FY18, and on average they work for half the fiscal year, that cost would be $(\$6400 \times 50\% \times 28) + (\$4051 \times 28) = \$203,028$ for FY18 and presumably they'd work all of FY19, so it would be $(\$6400 \times 102\% \times 28) = \$182,784$

XIII. Office of Water

The Office of Water (OW – Washington, DC and Cincinnati, OH) will use the VERA and VSIP authorities to:

- Reduce and rebalance our current grade structure by reducing GS-13s and GS-14s, non-supervisory GS-15s, and supervisory and non-supervisory SLs to adjust skill and grade levels.
- Restructure our programmatic and administrative positions to refresh skill sets to address modern and ever-changing technologies, enhance collaboration and coordination, and deal with increasingly complex technical and scientific challenges.
- Reshape current workforce to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities in current and potentially different series to create a higher-performing organization.
- Assess on an ongoing basis our position management structure and make future changes based on staff attrition and changing technology.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

The office will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. This will allow us to recruit at the entry-level for positions working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. Other positions, to the extent feasible and practical, will be restructured through the transfer and retraining of staff with outdated skill sets or staff that are currently focused on work activities that will not be emphasized in the future.

How VSIP will be used in conjunction with VERA

OW will use the VERA authority to increase the number of positions in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are 85 targeted positions that are eligible for voluntary (optional) retirement and eligible to accept a VSIP offer without VERA approval. The number of VERA employees eligible for a VSIP is 67 so by adding VERA, the number of targeted positions who are eligible to accept a VSIP offer increases to 152 and improves the probability of reaching the OW goal to realign resources. Additionally, by adding employees who are eligible for VSIP only (239) and not eligible for voluntary or early retirement, it increases our number of positions in targeted job series to 391. OW will make VERA and VSIP offers simultaneously to all employees in targeted positions during the same offer period. A total of 30 VSIP offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of OW reaching the goals of restructuring and reshaping the workforce. OW will approve up to 30 VSIPs, each up to the maximum of \$25,000 or the amount of severance pay to which an employee is entitled (whichever is less).

VERA-Specific Information

Number of non-temporary employees in OW undergoing change	391
Number of non-temporary employees in OW who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation	5
Number of employees in OW who are eligible for early retirement (excluding employees eligible for optional retirement)	67
The estimate of the total number of employees in OW who are expected to take early retirement is:	5

The actions listed below provide a description of the types of personnel actions anticipated as a result of OW's need for voluntary early retirement authority:

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish and/or Reclassify Positions
- Voluntary Retirements
- Internal and External Recruitments

Budget Information

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
(1) Annual Leave Pay Out for 1 SL targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$20,342
(2) Annual Leave Pay Out for 11 GS-15 step 7 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$181,850
(3) Annual Leave Pay Out for 9 GS-14 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$135,261
(4) Annual Leave Pay Out for 9 GS-13 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$114,462
Total Maximum Direct Costs	\$1,221,513

- 1) Hourly salary of an SL employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$84.76 \times 240 = \$20,342 \times 1 = \$20,342$$

- 2) Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$75.77 \times 240 = \$18,185 \times 11 = \$200,035$$

- 3) Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$62.62 \times 240 = \$15,029 \times 9 = \$135,261$$

- 4) Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$52.99 \times 240 = \$12,718 \times 9 = \$114,462$$

- 5) $\$750,000 + \$20,342 + \$200,035 + \$135,261 + \$114,462 = \$1,220,100$

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$97,868,232	\$97,916,549
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	\$92,302,143	\$92,302,143
E. Payroll for # New Hires	\$951,710	\$1,525,163
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$4,609,281	\$4,079,045

G. Pre-VERA/VSIP Annual WCF Cost	\$4,221,000	\$4,221,000
H. Post VERA/VSIP Annual WCF Cost	\$4,011,000	\$4,011,000
I. WCF for # New Hires	\$78,750	\$105,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$131,250	\$105,000
Projected Savings with VERA/VSIP (F + J)	\$4,740,531	\$4,184,045

A (FY18). Pre-VERA/VSIP Payroll costs are calculated based on OW's workforce salary as of May 1, 2017 plus step increases for one-third of the V-V departures, with an additional 35% increase added to account for benefits. See attachment 4 for further details.

$$(\$72,459,197 + \$35,790) + 35\% = \$97,868,232$$

A (FY19). Pre-VERA/VSIP payroll costs are calculated based on OW's 2018 payroll estimate, plus step increases for one-third of the V-V departures. See attachment 4 for further details.

$$(\$72,494,987 + \$35,790) + 35\% = \$97,916,549$$

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Salary calculations are based on the annual salary of the employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered. See attachment 4 for further details.

$$\begin{aligned} \text{SL} & \$176,303 \times 1 = \$176,303 \\ \text{GS 15/7} & \$158,123 \times 11 = \$1,739,353 \\ \text{GS 14/6} & \$130,692 \times 9 = \$1,176,228 \\ \text{GS 13/6} & \$110,595 \times 9 = \$995,355 \\ \text{Total FY18 payroll costs for targeted VERA/VSIP positions} & = \$4,087,239 + \$32,013 \text{ in step increases} = \\ & \$4,119,252 + 35\% = \$5,560,990 \\ \text{Total FY19 payroll costs for targeted VERA/VSIP positions} & = \$4,119,252 + \$32,013 \text{ in step increases} = \\ & \$4,151,265 + 35\% = \$5,604,208 \end{aligned}$$

D (FY18). Pre-VERA/VSIP payroll costs minus total payroll costs for targeted VERA/VSIP positions. See attachment 4 for further details.

$$\$72,491,210 - \$4,119,252 = \$68,371,958 + 35\% = \$92,302,143$$

D (FY19). Pre-VERA/VSIP 2018 payroll costs minus total payroll costs for targeted VERA/VSIP positions.

$$\$72,523,223 - \$4,151,265 = \$68,371,958 + 35\% = 92,302,143$$

E (FY18) Nine-month period assumes an entry-on-duty date January 1, 2018. Salary calculations are based on three quarters of the annual salary for the described grades as of January 2017 for an employee in Washington, D.C. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment for 4 for further details.

$$\begin{aligned} \text{GS 9/1} & \$54,972 \times 5 = \$274,860 \times .75 = \$206,145 \\ \text{GS 11/1} & \$66,510 \times 10 = \$665,100 \times .75 = \$498,825 \\ \text{Total} & \$206,145 + \$498,825 = \$704,970 + 35\% = \$951,710 \end{aligned}$$

E (FY19) Assumes new hires will be onboard for the entire fiscal year. Salary calculations are based on the annual salary for the described grades as of January 2017 for an employee in Washington, D.C., plus grade

increases for the FY18 new hires. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment 4 for further details.

$$\begin{aligned} \text{GS 9/1} & \$274,860 + \$57,690 = \$332,550 \\ \text{GS 11/1} & \$665,100 + \$132,100 = \$797,200 \\ \text{Total} & \$332,550 + \$797,200 = \$1,129,750 + 35\% = \$1,525,163 \end{aligned}$$

F (FY18) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,863,134 - \$0 - \$0 - \$92,302,143 - \$951,710 = \$4,609,281$$

F (FY19) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,906,351 - 0 - 0 - \$92,302,143 - \$1,525,163 = \$4,079,045$$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$$\$7,000 \times 603 \text{ on-boards} = \$4,221,000$$

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\begin{aligned} \$7,000 \times 30 & = \$210,000 \\ \$4,221,000 - \$210,000 & = \$4,011,000 \end{aligned}$$

I (FY18). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access. Cost for 9 months is \$5,250.

$$\$5,250 \times 15 = \$78,750$$

I (FY19). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted new hires.

$$\$7,000 \times 15 = \$105,000$$

J (FY18) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$78,750 = \$131,250$$

J (FY19) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$105,000 = \$105,000$$

FY18 Projected Savings with VERA/VSIP

$$\$4,609,281 + \$131,250 = \$4,740,531$$

FY19 Projected Savings with VERA/VSIP

$$\$4,079,045 + \$105,000 = \$4,184,045$$

XIV. Region 1

Business Case

Region 1 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts/goals in three areas: consolidate/reduce administrative support; reduce/restructure highly graded positions; and restructure positions to focus on technical and programmatic priorities and core business functions.

Region 1 employs 567 non-term employees. Currently, 137 (24%) of our workforce is eligible for a Regular Retirement, and 201 (36%) of our workforce is eligible for an Early Retirement. While we have made good progress in shaping a workforce to meet our mission's objectives, the region's continued low attrition ranging from 3% to 4% per year has slowed our efforts to restructure the workforce and achieve efficiencies. Using a strategic but narrow approach to identifying eligible positions in each Division, we believe that VERA/VSIP can accelerate our workforce restructuring goals. Region 1 senior leaders have determined that offering VSIP in conjunction with VERA will increase our ability to meet these goals.

Region 1 will offer a total of 36 VERA/VSIP opportunities to 112 positions which are eligible for either a Regular Retirement or an Early Retirement. Region 1 will not be offering VSIP to employees not currently eligible for Regular Retirement or an Early Retirement, as management has determined, with our narrow approach, the skill sets and positions established are needed to support mission objectives. The estimate of total number of employees in the region to take an early retirement is seven. Administrative and Support Functions: As the region adopts new technologies, employs Lean principles to our operations, and centralizes certain functions, our administrative and support needs continue to change. In the case of the VERA/VSIP opportunities offered to administrative and support functions, the remaining work will be pooled or absorbed with existing positions, or restructured into lower graded, part-time positions.

Region 1 will offer a maximum of 5 VERA/VSIP opportunities to 9 individuals/positions in the Boston, Massachusetts location.

Reduce and/or Restructure Highly Graded Positions: Region 1 plans to reduce the number of high graded technical experts and senior policy advisors to better reflect the current priority work. For emerging priority needs, the region will work with our SSC to restructure technical expert positions and senior policy advisors consistent with classification standards used across the agency. In instances where the position is eliminated, remaining work will be redistributed to grade appropriate positions, or the position may be reclassified at a lower grade level and considered for reassignment. To support a greater balance of grade levels across the region we may consider entry-level hiring for positions needing new skill sets or expertise not readily available within the region.

Region 1 will offer a maximum of 12 VERA/VSIP opportunities to 27 individuals/positions: 3 VERA/VSIP opportunities to employees in Chelmsford, MA; and 9 VERA/VSIP opportunities to employees in Boston, Massachusetts location.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP	
36 of Targeted Positions for VSIP x \$25,000	\$ 900,000
Annual Leave Pay Out for 36 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 665,219
Total Maximum Direct Costs	\$ 1,565,219

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	93,872,740 *	96,233,640
B. VERA/ VSIP Payout Cost	900,000	
C. Leave Payout Cost	665,219**	
D. Post VERA/VSIP Annual Payroll Cost	88,301,517***	90,662,416
E. Payroll for # New Hires	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	4,006,004	5,571,223
G. Pre-VERA/VSIP Annual WCF Cost	2,774,000	
H. Post VERA/VSIP Annual WCF Cost	2,630,000	
I. WCF for # New Hires	0	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	144,000****	
Projected Savings with VERA/VSIP (F + J)	4,150,004	5,571,223

XV. Region 2

Business Case

Region 2 proposes to extend a maximum of 30 VERA/VSIP offers, up to 27 to employees with a New York, NY duty station and up to three to employees with an Edison, NJ duty station. These fall into three of the six major themes identified by the agency.

- Consolidate and streamline functions/activities/reduce number of programs. Consolidate or Reduce Administrative or Support Functions. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Absent a VERA/VSIP, we would anticipate no involuntary actions of an adverse nature; some employees would need to be reassigned. We do not anticipate undertaking a reorganization following the implementation of this VERA/VSIP proposal. Therefore, we are providing a single set of organization charts. The theme-based paragraphs above convey a sense of how the region would operate with certain positions eliminated and others filled at lower grades, different series, or with a different set of programmatic responsibilities. We anticipate that personnel actions as a result of VERA/VSIP implementation would include a modest number of reassignments, details, and merit promotions. We may also proceed with external hires at the entry level based on feasibility and degree of need.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 750,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions} *	\$ 506,928
Total Maximum Direct Costs	\$ 1,256,928

Table B – Estimated Savings for FY 2018 through FY 2019		
	<i>FY 2018 Estimate</i>	<i>FY 2019 Estimate</i>
A. Pre-VERA/VSIP Annual Payroll Cost*	\$ 122,506,481	\$ 125,262,877
B. VERA/ VSIP Payout Cost	\$ 750,000	\$ -
C. Leave Payout Cost	\$ 506,928	\$ -
D. Post VERA/VSIP Annual Payroll Cost	\$ 118,030,977	\$ 120,675,485
E. Payroll for # New Hires **	\$ 577,588.44	\$ 1,155,177
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 2,640,988	\$ 3,432,215
G. Pre-VERA/VSIP Annual WCF Cost ***	\$ 3,887,000	\$ 3,887,000
H. Post VERA/VSIP Annual WCF Cost ***	\$ 3,767,000	\$ 3,767,000
I. WCF for # New Hires	\$ 60,000	\$ 60,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 60,000	\$ 60,000
Projected Savings with VERA/VSIP (F + J)	\$ 2,700,988	\$ 3,492,215

XVI. Region 3

Business Case

Region 3 is requesting VERA/VSIP authority to increase its flexibility in implementing efficiency measures by eliminating positions, restructuring positions and reassigning staff to priority programs. The region is currently at FTE ceiling. The current attrition rate of 3-4% annually, would not allow the region to pursue the efficiency measures without VERA/VSIP incentives. To achieve the reductions needed to implement the efficiency measures, VERA/VSIP will be offered to employees in most job series and grades within targeted levels. The region is not proposing to reorganize as a result of VERA/VSIP however it is anticipated that reassignments and limited merit promotion actions will be required as a result of the VERA/VSIP. Future reorganizations would be based on outcomes from new initiatives and policy directions and the response to VERA/VSIP. The region is proposing the following actions to increase efficiency and effectiveness of agency programs and regional operations:

1. Delayering.

On average, the supervisor to staff ratio in the region is 1:8. The ratios vary widely by Divisions and there are opportunities to reorganize functions in order eliminate supervisory positions and decrease supervisory layers. In addition, an increased focus on scientific positions has reduced the need for Supervisory Environmental Protection Specialists.

2. Consolidate or reduce administrative functions.

Improvements in technology and decreased dependence on paper has made many traditional administrative and clerical functions obsolete. By offering VERA/VSIP to all grades in the administrative and clerical series, these support functions can be consolidated.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

The region has over 85 non-supervisory GS-14/15 positions. Offering VERA/VSIP to all eligible staff in this population will help reduce the number of GS-14 and 15 employees. Remaining non-supervisory GS-14/15s can be reassigned to vacated supervisory positions where suitable.

Forty percent of the region is a GS-13. While there is a need to maintain higher graded staff to provide leadership and subject matter expertise to programs, the region is weighted heavily in higher grades. Through attrition gained by VERA/VSIP, the region will restructure functions and reassign work to the existing positions. The region has over 100 entry level interdisciplinary scientists at the GS-07/09/11/12 level who can be reassigned to new functions to backfill critical areas. These entry level staff will benefit from cross training early in their career and build the capability of the next generation of agency leaders. The region does not anticipate backfilling any of the positions with external candidates, though there may be opportunities for reassignments and merit promotion actions within the existing workforce.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. These functions are filled by staff in a range of positions, series and grades. By offering VERA/VSIP widely, staff remaining in these functions can be shifted to new program requirements.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 3,975,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the GS-13/6 x 240 x 159 of Targeted Positions}	\$ 2,175,120
Total Maximum Direct Costs	\$ 6,150,120

Table B – Estimated Savings for FY 2018 through FY 2019

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	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$116,497,924	116,497,923
B. VERA/ VSIP Payout Cost*	-\$ 3,975,000	\$0
C. Leave Payout Cost*	-\$ 2,175,120	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$111,000,434	\$111,000,434
E. Payroll for # New Hires**	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions*** (F = A – B – C – D - E)	\$11,647,610	\$5,497,490
G. Pre-VERA/VSIP Annual WCF Cost	\$1,257,660	\$1,257,660
H. Post VERA/VSIP Annual WCF Cost	\$1,205,055	\$1,205,055
I. WCF for # New Hires	0	0
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$52,605	\$52,605
Projected Savings with VERA/VSIP (F + J)	\$11,700,215	\$5,550,095

Assumptions:

*No payroll will be expended in FY'18 to support Voluntary Incentive Payments or Leave payouts.

**No external vacancies will be created as a result of eliminating 35 positions through VERA/VSIP.

***Payroll savings estimate is based on the elimination of 35 positions at the GS-13/6 level in the Philadelphia locality with a 32% benefit rate (\$157, 014/employee).

XVII. Region 4

Business Case

As Region 4 continues to acquire the skills needed to perform current and emerging technical, analytical and programmatic work of the organization, we will need skill sets that are multidisciplinary, highly analytical, creative, and flexible. Building on our FY 2014 VERA/VSIP efforts in restructuring the workforce to create a higher-performing organization, we will utilize these authorities to continue to focus on optimizing our workforce in support of the agency's and region's mission critical priorities. The VERA and VSIP authorities will allow region 4 to continue to garner efficiencies and better serve customers. Region 4 will align grade levels and restructure the workforce to recruit new skills and competencies in support of evolving agency needs and mission critical core programs; and, meet technical, operational, financial, and programmatic challenges facing the organization. This will include providing training and assistance to our state counterparts and addressing critical infrastructure needs within the region, in addition to, increasing the number of employees trained and working in core program areas (i.e., biological sciences, environmental engineering, physical sciences, and project management) while reducing certain administrative/clerical series and other functions related to non-core program work.

Region 4 will reduce positions which are obsolete and/or do not provide optimum flexibility in staffing environmental programs, technical, mission support, information and operations positions. Readjusting priorities, we will have the opportunity to recruit skills to meet emerging technical and programmatic needs. In consolidating position functions into other technical positions, we will improve flexibility and increase efficiency of core mission functions. We will reshape the workforce where the demand for

specific skills is no longer there, place expertise in needed areas; and, recruit at lower grades where gaps are identified.

Region 4 has been a leader in working with state and private partners to develop tools to increase the capacity of state and local governments to adopt and implement more efficient policies, practices and incentives. In continuing cooperative federalism, we intend to take advantage of the efficiencies created by those tools, including technology, information and collaborative problem solving. Our partnership with states and tribes will allow us to focus efforts to realign resources, streamline and merge functions across the organization, reduce redundancies and subsequently strengthen our support of state and tribal functions.

Region 4 continues to evaluate opportunities for consolidation or realigning resources for compliance and enforcement activities. The region has identified opportunities to achieve near term workforce reductions to achieve a more efficient and focused enforcement and compliance program. Region 4 will capitalize on workforce reductions to create more efficiencies by aligning with the agency’s strategic direction and support efforts to manage shortfalls in extramural funding experienced over the past few years. Priorities will be realigned with personnel focusing efforts on addressing high risk sites and on economic redevelopment possibilities. The region will continue to reallocate resources to achieve completion of site clean ups through fund lead or enforcement lead work. As a result, it is anticipated that the efforts will lead to program efficiencies and further streamline program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals.

As positions are vacated, Region 4 will review to determine appropriate restructuring. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties and grade level(s) appropriate for the scope of work performed. In some cases, the duties of a vacated position may be reassigned to another position.

The aforementioned efforts will facilitate strategic workforce planning to ensure mission critical positions are filled and hiring priorities are adjusted to correct any anticipated significant competency gaps within the organization.

Budget Information

Table A – Direct Costs for VERA/VSIP	
26 of Targeted Positions for VSIP x \$25,000	\$ 650,000
Annual Leave Pay Out for 26 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 320 x 26 Targeted Positions}	\$ 400,563
Total Maximum Direct Costs	\$1,050,563

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$129,607,885	\$133,359,037
B. VERA/ VSIP Payout Cost	\$650,000	

C. Leave Payout Cost	\$400,563	
D. Post VERA/VSIP Annual Payroll Cost	\$125,967,885	\$129,613,687
E. Payroll for 15 New Hires	\$884,820	\$1,813,881
F. Payroll Savings for 26 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$1,704,617	\$1,931,469
G. Pre-VERA/VSIP Annual WCF Cost	\$4,059,000	\$4,059,000
H. Post VERA/VSIP Annual WCF Cost	\$3,942,000	\$3,942,000
I. WCF for 15 New Hires	\$33,750	\$67,500
J. WCF Savings for 26 VERA/VSIP Targeted Positions (J = G – H – I)	\$83,250	\$49,500
Projected Savings with VERA/VSIP (F + J)	\$1,787,867	\$1,980,969

XVIII. Region 5

Business Case

Both the VERA and VSIP opportunities will be offered to a maximum of 79 employees in targeted occupations, and grade levels located within EPA Region 5. Region 5 will target 182 positions and a maximum of 79 offers will be made. Decisions on who receives VERA and VSIP will be prioritized based upon the employee's permanent official position of record, occupational series, and grade level. Decisions about who receives VERA and VSIP will be prioritized based upon the employee's official Service Computation Date-LEAVE, with precedence given to those with the highest years of combined service at the EPA should two or more applicants within a VERA and VSIP eligible category have the same Service Computation Date-LEAVE.

Our shifting mission requirements and need for efficiencies require the region to reduce, rebalance, and restructure our workforce in a manner not possible through current attrition rates, which have averaged about 4%, without the use of VERA/VSIP. Region 5 is seeking VERA/VSIP authority to focus on ensuring that critical positions and job series are maintained and occupied with employees with the appropriate skills to meet our mission. Opportunities to gain efficiencies through consolidation and restructuring to increase the staff to supervisory ratio while rebalancing the top-heavy specialist positions into entry-level generalist positions are described in detail below.

Information Required for VERA and VSIP Requests

As part of our planning process, we reviewed our workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reshaping to accommodate shifting priorities in the agency and within the region. In addition to targeting positions that will be eliminated, we plan to use VERA and VSIP to target organizations and/or job series that could provide efficiency opportunities by moving to broader scientist/engineer series by restructuring higher graded specialist positions. This should provide for flexibility in the workforce regardless of budget constraints. We plan to reduce and restructure our workforce through a multi-pronged approach of consolidating duties, reducing branches and sections within most divisions/offices, and addressing the changing nature of workforce skill requirements.

Region 5 has a substantial number of employees eligible for optional retirement and an even higher number of VERA-eligible employees. However, given our low attrition rate and the fact that many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility,

we are requesting authority to offer VERA with VSIP to supplement our number in order to reach our goal of 79 voluntary separations.

Offering VERA with VSIP is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and gain the skillsets needed to meet current and future mission needs.

VERA Specific Information

Region 5 employs 1,075 permanent employees.

There are 244 employees currently eligible for retirement, with an additional 42 becoming eligible by the end for this calendar year. There are 278 employees eligible for VERA under the plan, with an additional 3 becoming eligible by the end of the calendar year.

The estimate of the total number of employees in the agency/organization who are expected to take early retirement is nine (9).

As a result of the agency's need for VERA, Region 5 anticipates the following personnel actions may be necessary:

- Directed reassignments
- Details
- Temporary promotions
- Voluntary separations
- Abolish and/or reclassify positions

Budget Information

The estimated direct maximum costs associated with VERA and VSIP is \$3,227,877. Table A provides details of the direct costs associated with VERA and VSIP. Savings projected through FY 2019 as a result of the VERA and VSIP are estimated to be nearly \$12 million. Table B provides the detailed calculations of the savings achieved in FY 2018 and FY 2019. The savings will be used to meet Region 5's ongoing program goals and responsibilities.

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 4)	
79 Targeted Positions for VSIP X \$25,000 (maximum cash buy-out)	\$1,975,000
Annual Leave Buyout for 79 Targeted Positions for VERA, Optional Retirement or Resignation (\$49.56 per hour X 320 hours X 79)	\$1,252,877
Total Maximum Direct Costs	\$3,227,877

Table B - Estimated Savings for FY 2018 through FY 2019		
	Estimated FY 2018 Savings	Estimated FY 2019 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)	\$152,765,000	\$152,765,000
B. VSIP Buyout (\$25,000 X 79)	\$1,975,000	\$0

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C. Leave Payout Estimate (presumes 320 hours at GS-12 Step 10 salary \$49.56/hour)	\$1,252,877	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$141,385,050	\$141,385,050
E. Payroll for New Hires	\$0	\$0
F. Payroll Savings (F = A – B – C – D – E)	\$8,152,073	\$11,379,950
G. Pre-VERA/VSIP Annual WCF Cost	-	-
H. Post VERA/VSIP Annual WCF Cost	-	-
J. Working Capital Fund Savings*	\$316,000	\$316,000
Total Projected Savings with VERA/VSIP (F + J)	\$8,468,073	\$11,695,950

XIX. Region 6

Business Case

Region 6 proposes a broad VERA/VSIP offering to over 200 of our current on-board employees in anticipation of a restructuring of organizational components, consolidation of functions, and delayering of management to achieve both near-term workforce reductions and to establish a more efficient organization better aligned to accomplish the agency's strategic direction. Region 6 identified 147 maximum offers that will be made under the VERA/VSIP program, and will extend those offers to employees in all job series and grades within targeted levels, consistent with our goal of fully utilizing the VERA/VSIP programs to reshape our organization. Region 6 is proposing the following actions to increase efficiency and effectiveness of agency core environmental programs and regional operations:

1. Delayering.

Region 6 has identified opportunities to organize our functions and organizations in order to eliminate supervisory positions and decrease supervisory layers. Organizational options to delayer our organization will be identified at the completion of the VERA/VSIP program when a better understanding of vacated positions is known. Therefore, future organizational charts will not be submitted at this time.

2. Consolidate or reduce administrative functions.

As a result of Region 6's use of technology improvements, online collaborative tools and decreased dependence on paper, many traditional administrative and clerical functions are becoming obsolete. By offering VERA/VSIP program to all grades in the administrative and clerical series, these support functions can be more efficient through consolidation and savings can be focused on priority work.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the region. Approximately 47% percent of the region's employees are GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work. Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the region. Approximately 47% percent of the region's employees are GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work.

Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to align our organization and workforce with priority work. These functions are filled by staff in a range of positions, series and grades. By offering the VERA/VSIP program broadly, Region 6 will be able to both direct employees toward new program requirements and invest savings to priority program areas.

5. Restructure to focus on STEM/programmatic priorities

Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to focus on core scientific requirements and programmatic priorities necessary to accomplish the agency's mission. Region 6 intends to focus on STEM disciplines to better align our workforce with the agency priorities related to essential technical work and invest savings in these areas.

6. Consolidate and streamline functions/activities/reduce number of programs

Region 6 has identified opportunities to utilize the VERA/VSIP program to generate savings through consolidation and streamlining our work. By offering the VERA/VSIP program, Region 6 will be able to realize gains in efficiencies, improve integration with state and tribal partners, and invest savings to priority program areas.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP (147) x \$25,000	\$3,675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	147x\$56.96x240 = \$2,009,549
Total Maximum Direct Costs	\$5,684,549

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate*	FY 2019 Estimate*
A. Pre-VERA/VSIP Annual Payroll Cost	\$110,262,130	\$111,364,840
B. VERA/ VSIP Payout Cost	\$3,744,825	\$3,782,273
C. Leave Payout Cost	\$2,047,730	\$2,068,207
D. Post VERA/VSIP Annual Payroll Cost	\$88,822,271	\$89,710,565
E. Payroll for # New Hires (127 in FY 18 GS-9 step 1)	\$6,839,102	\$6,907,493

F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$8,808,202	\$8,896,302
G. Pre-VERA/VSIP Annual WCF Cost	\$4,237,002	\$4,279,372
H. Post VERA/VSIP Annual WCF Cost	\$3,413,141	\$3,447,272
I. WCF for # New Hires (127 in FY 18, GS-9 step 1)	\$711,772	\$718,890
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$112,089	\$113,210
Projected Savings with VERA/VSIP (F + J)	\$8,920,291	\$9,009,512

XX. Region 7

Business Case

Region 7's low attrition rate (around 4%) will not generate enough attrition to create a sufficient number of vacancies to rebalance and reshape our workforce. In order to avoid the use of more drastic authorities, Region 7 would like to utilize VERA and VSIP to reduce the level of full time employee equivalents.

Targeting decisions were made by senior managers based on the specific mission needs required to reshape the Region 7 workforce with new skills and competencies. Through attrition gained by VERA and VSIP, we expect fewer higher graded positions and the most complex work (i.e., GS-13 level and above) will be reassigned to remaining higher graded positions in order to concentrate this work into fewer positions. In addition to creating more workforce balance between higher and lower graded positions, our restructuring is expected to introduce enhanced integration of multimedia approaches and advanced technology skills to more efficiently and effectively implement program objectives.

Region 7 will offer a total of 45 VERA/VSIP opportunities up to 168 non-SES positions which are eligible for either a regular retirement or an early retirement. The following occupational series are not the focus for VERA/VSIP in Region 7: SES, GS-510, GS-511, GS-1102, GS-1109, GS-2210 as well as Phased Retirees. Region 7 will not be offering VSIP to employees not currently eligible for regular retirement or an early retirement. As with other federal workforce restructuring authorities, the agency has the ability to reassign employees to minimize the impact of its restructuring efforts.

Region 7 will use these authorities in three focused themes to help transform the workforce:

- Restructure or reduce highly graded supervisory and non-supervisory positions at the GS-13 through GS-15 grade levels, across all divisions and geographic locations within Region 7 to meet our changing mission requirements and move to new models of work. The change in program priorities of the agency and the region has decreased the need for many specialized non-supervisory positions. The work of the non-supervisory positions can be consolidated, eliminated, or redistributed to lower-graded positions.
- Restructure to focus on core business functions in our regional programmatic support positions at the GS-9 through GS-15 grade levels, supervisory and non-supervisory positions, across all divisions within the Kansas and Missouri offices to more efficiently and effectively implement program objectives. Restructuring some of the positions performing these functions could reduce redundancies and promote greater efficiencies.
- Consolidate or reduce administrative or support functions positions at the GS-6 through GS-11 grade levels across all divisions in the Kansas offices to better align with current and projected

workload needs. Region 7 may realign administrative support resources and combine functions to capitalize on efficiencies and for enhancing the positions with new skills and competencies. Region 7 will be in a position to pursue additional administrative support consolidation scenarios, or at the very least, will continue to consolidate the administrative support functions into fewer positions.

Region 7's goal is to reduce the overall workforce from 497 permanent employees to 452 permanent employees for FY 2017. VSIP opportunities will be offered to up to 45 employees. The estimate of the total number of employees in Region 7 who are expected to take early retirement is 10.

Specific Region 7 Divisional Plans:

Superfund Division

- 3 Remedial Project Manager positions within 1301 occupational series will be safe positions.
- 1 On Scene Coordinator and 2 Remedial Project Manager (total of 3) positions within 819 occupational series will be safe positions.
- Maximum offers up to 2 RPMs and 2 OSCs.

Budget Information

Table A – Direct Costs for VERA/VSIP	
45 of Targeted Positions for VSIP x \$25,000	\$1,125,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation { $\$45.16 \times 240 \times 45$ of Targeted Positions}	\$ 488,000
Total Maximum Direct Costs	\$1,613,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$63.00M	\$63.00M
B. VERA/ VSIP Payout Cost	\$1.13M	0
C. Leave Payout Cost	\$.49M	0
D. Post VERA/VSIP Annual Payroll Cost	\$57.20M	\$58.63M
E. Payroll for # New Hires	\$.39M	\$.40M
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$ 3.79M	\$ 3.97M
G. Pre-VERA/VSIP Annual WCF Cost	\$ 2.40M	\$ 2.40M
H. Post VERA/VSIP Annual WCF Cost	\$ 2.22M	\$ 2.23M
I. WCF for # New Hires	\$.01M	\$.01M
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$.17M	\$.16M
Projected Savings with VERA/VSIP (F + J)	\$ 3.96M	\$ 4.13M

XXI. Region 8

Business Case

As of May 1, 2017, Region 8 employed 525 full-time, permanent employees. Approximately 97 of our employees are retirement eligible and additional 127 employees are eligible for VERA. This VERA/VSIP proposal targets a total of 64 positions and sets forth a maximum total number of 8 VERA/VSIP offers in the Region 8 duty stations of Denver, CO; Laboratory in Golden, CO; Pierre, South Dakota and Butte, Helena and Libby, MT. The estimated total number of employees who will take early retirement is 6. No employees would be involuntarily separated, downgraded or transferred as a result of this proposal. The maximum number of employees who would be involuntarily reassigned is 34. Any reassignments would be the result of consolidation of units through the reduction in the number of supervisory positions. A small number of reassignments or hires could be needed in future fiscal years to fill positions which are restructured as a result of this proposal.

Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below positions; a decrease in GS-13 and above positions; and a significant shift away from support positions. The region's intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited number of higher graded positions. VERA and/or VSIP will be offered to eligible employees where opportunities exist to achieve these reshaping goals.

Region 8 will use both the VERA/VSIP authorities to make near-term workforce adjustments. The region will offer VERA and/or VSIP to all eligible employees in the following categories:

- All non-supervisory GS-14 and GS-15s except attorneys, public affairs specialists, and toxicologists in order to restructure and consolidate highly graded non-supervisory positions. A maximum of 2 VERA or VSIP offers will be made in this category. Through attrition gained by VERA/VSIP, the region will reassign the most complex work (i.e., GS-14 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11/12/13 positions.
- All supervisory GS-14 and GS-15 supervisory environmental protection specialists in order to restructure supervisory positions. A maximum of 4 VERA or VSIP offers will be made in this category. Offers will only be accepted on a case-by-case basis. Where possible, the region will take the opportunity to consolidate units in order to improve supervisory to staff ratios. If this is not possible, due to staff size or the nature of the work of the unit, the region will restructure these positions to one of the professional series, such as physical scientist or environmental engineer. Offers will not be made in situations where neither unit nor position restructuring is possible.
- All administrative officers and environmental protection assistants in order to consolidate administrative functions. A maximum of 2 VERA or VSIP offers will be made from this category. Work will be reassigned to existing administrative staff or eliminated, as appropriate.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 1)	
Targeted Positions for VSIP X \$25,000 (maximum cash buy-out) ¹	\$200,000
Annual Leave Buyout for 8 Targeted Positions for VERA, Optional Retirement or Resignation	\$175,181 ²
Total Maximum Direct Costs	\$375,181

Table B - Estimated Savings for FY 2018 through FY 2020				
	FY 2017 Payroll	Estimated FY 2018 Savings ³	Estimated FY 2019 Savings	Estimated FY 2020 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)*	\$76,360,459	\$78,956,715	\$80,930,632	\$82,953,898
B. Payroll Savings (Payroll for 8 VERA/VSIP targeted positions with 9/30/17 Buyout Date with 0% of year remaining in 2017) ⁴	\$0	(\$1,554,474) ⁵	(\$1,593,335)	(\$1,633,169)
C. Working Capital Fund Savings	\$0	(\$33,088)	(\$33,915)	(\$34,763)
D. VSIP Buyout (\$25,000 X 8)	\$200,000	\$0	\$0	\$0
E. Leave Payout Estimate (presumes 320 hours at GS 14/10 average salary)	\$175,181	\$0	\$0	\$0
F. Total Costs (A+B+C+D+E)	\$76,735,640	\$77,369,153	\$79,303,382	\$81,285,966
G. Total Projected Savings with VERA/VSIP (A-F)	(\$375,181)	\$1,587,562	\$1,627,250	\$1,667,932

XXII. Region 9

Business Case

For specific organizations and designated positions located in San Francisco, CA, Region 9 will use the VERA/VSIP authorities to decrease the number of supervisory positions, reduce highly-graded non-supervisory positions, and streamline administrative support, STEM and other administrative and program operations by consolidating, reducing and restructuring positions to achieve workforce reductions in the following areas.

VERA & VSIP Categories and Specific Positions

For positions located in San Francisco, CA, the following categories and specific positions are included in Region 9's VERA/VSIP request.

¹ Maximum of 8 positions

² Assumes 320 hours of leave at the GS-14 Step 10 level for 8 positions

³ Payroll costs are assumed to increase 3.4% in FY18 and 2.5% in FY19 and FY20.

⁴ Reimbursable and special accounts are excluded.

⁵ Savings estimates are based on 8 GS-14 Step 10 positions due to the predominant grade levels of the positions being offered.

Delaying (increasing supervisor-to-staff ratio): Pending the completion of a regional review of all supervisory positions, we will achieve workforce reductions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape the Public Affairs Office by one Supervisory Public Affairs Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.
- Environmental Management Division: Reduce and reshape the Infrastructure Services Branch by one Supervisory Information Technology Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.

Consolidate or reduce administrative or support functions: To improve administrative support functions through consolidation, we will reduce and reshape positions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape administrative support positions within the Immediate Office by one Administrative Specialist position.
- Air Division: Reduce and reshape the administrative support team by one Secretary position.
- Water Division: Reduce and reshape the administrative support team by three Environmental Protection Assistant positions including one position at the GS-7 level and two positions at GS-8 level.

Restructure or reduce highly-graded non-supervisory positions: Reduce and reshape highly-graded non-supervisory positions in the following organizations.

- Enforcement Division. Reduce and reshape two non-supervisory Environmental Protection Specialist positions including one GS-14 position and one GS-15 position. These positions will be restructured to lower-graded positions aligned to the agency's program priorities.
- Superfund Division. Reduce and restructure one non-supervisory Environmental Scientist (On-Scene Coordinator) position in the Emergency Response Section with promotion potential limited to the GS-13 level.

Restructure to focus on STEM/programmatic priorities. Reduce and reshape STEM and program specialist positions to align with new environmental program priorities in the following organizations.

- Enforcement Division. Reduce and reshape positions to establish a more efficient and effective Federal enforcement and compliance program aligned with the agency's strategic direction across all program job series including:
 - Environmental Protection Specialist positions including one GS-12 and four GS-13 graded positions. The reductions will be used to reassign staff to new program priorities. STEM positions including two Environmental Engineer positions and two Environmental Scientist positions. The reductions will be used to reassign staff to new program priorities.
- Superfund Division. Reduce and reshape positions to establish a more efficient and effective emergency and remedial response programs to meet new program directions including:
 - Restructuring one On-Scene Coordinator position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reduction will allow us to reassign staff to align with program activities. Restructuring one Remedial Project Manager position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists,

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or Environmental Engineer. The reductions will be used to reassign staff to align with program activities.

- Environmental Management Division. Reduce and reshape the environmental management system program within the Infrastructure Branch by one Environmental Scientist, GS-13 position. The reduction will be used to reshape and realign program activities within the region.

Consolidate and streamline functions/activities

- Office of Regional Counsel: Reduce two non-supervisory Attorney-Advisor positions including one position at the GS-14 level and one position at the GS-15 level to realign staffing with program activities.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Post-VERA/VSIP Operations

The VERA/VSIP plan includes a plan to reorganize the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division. Using VERA/VSIP, we have identified two supervisory positions and twenty-two non-supervisory positions across the region. The number of positions scheduled for voluntary separation represents a 3% reduction of the region's workforce. The VERA/VSIP plan identifies the minimum number of positions needed to achieve near term workforce reductions without compromising program commitments.

Following the conclusion of the VERA/VSIP separations, a reorganization plan to restructure the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division will be finalized for implementation. Additionally, the region will assess the workforce separations and implement streamlining plans to consolidate administrative support services, reduce work in non-priority areas, and reassign personnel, as necessary, to perform agency program objectives.

We anticipate processing the following personnel actions to implement restructuring plans

- Directed Reassignments to balance supervisor-to-staff ratios among remaining supervisors
- Directed Reassignments to realign position assignments to program priorities
- Details
- Abolish no longer needed supervisory or higher-graded positions

Use of VERA and VSIP

The two programs will be used to gain voluntary separations from positions that have been identified for reshaping to gain program efficiencies in the following workforce areas:

- Improving the supervisor-to-staff ratio in designated organizations;
- Consolidating and restructuring of administrative support positions; and
- Restructuring STEM and non-STEM administrative and program positions to align with the agency's program priorities.

VERA Information

Region 9 employs 736 permanent employees of whom 208 are eligible for VERA.

The FY17 Region 9 workforce reduction plan targets 24 positions, which includes 168 permanent employees of whom 45 are eligible for VERA.

The total number of employees in the agency/organization who are expected to take early retirement is estimated to be 6.

Budget Information

Table A – Direct Costs for VERA/VSIP	
24 Targeted Positions for VSIP x \$25,000	\$600,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 24 Targeted Positions} note: (A)	\$313,326
Total Maximum Direct Costs	\$913,326

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost note: (B)	\$114,278,730	\$115,135,821
B. VERA/ VSIP Payout Cost	\$600,000	\$0
C. Leave Payout Cost	\$313,326	\$0
D. Post VERA/VSIP Annual Payroll Cost note: (C), (D)	\$110,242,607	\$111,069,431
E. Payroll for # New Hires	none	none
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$3,122,797	\$4,066,390
G. Pre-VERA/VSIP Annual WCF Cost note: (E)	\$4,420,981	\$4,487,295
H. Post VERA/VSIP Annual WCF Cost	\$4,302,835	\$4,367,377
I. WCF for # New Hires	none	none
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$118,146	\$119,918
Projected Savings with VERA/VSIP (F + J)	\$3,240,943	\$4,186,308

Notes;

- (A) Based on [HYPERLINK "<https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/SF.pdf>"], all grades at step 10.
- (B) Using PPE 4/29/17, based on same pre-VERA/VSIP FTE level, assume 1.5% COLA increase in FY18, 1% COLA increase in FY19.
- (C) Based on all grades at step 10, assume 30% benefits and 1.5% COLA increase for ¾ of FY18.
- (D) Based on all grades at step 10, assume 30% benefits and 1% COLA increase for ¾ of FY19.
- (E) Using FY17 WCF level, assume 1.5% increase in WCF in FY18 and FY19.

XXIII. Region 10

Business Case

Region 10 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts in four areas:

- Restructure to focus on STEM/programmatic priorities;
- Consolidate and streamline functions/activities/reduce the number of programs;

- Restructure or reduce highly-graded supervisory or non-supervisory positions; and
- Consolidate or reduce administrative or support functions.

Region 10 employs 544 non-term employees (including part-time employees). Currently, 118 (22%) of Region 10's workforce is eligible for a Regular Retirement, and 125 (23%) are eligible for an Early Retirement. Region 10 estimates this proposal will achieve greater results and accelerate efficiencies by building on the successful VERA/VSIP processes in FY14 and FY15 in which 53 people (nearly 10% of the workforce) separated. Using a strategic focused approach to identify eligible positions in each Office, the region believes that VERA/VSIP can accelerate its continuing progress on workforce restructuring goals. Region 10 estimates that offering VSIP in conjunction with VERA will increase the region's ability to meet these goals. Region 10 does not plan to offer VSIP to employees not currently eligible for Regular Retirement or Early Retirement, as management has determined that approach will not enable the organization to preserve key skill sets and positions supporting mission objectives. The estimate of the total number of employees in Region 10 who are expected to take early retirement is 10. Conceivably, not all employees interested in applying for a VERA/VSIP will receive an offer, as more employees may be interested than offers extended.

Absent a VERA/VSIP, Region 10 anticipates no involuntary actions of an adverse nature, although some employees may need to be reassigned. Region 10's implemented of a significant reorganization in 2016 and does not anticipate undertaking additional reorganization following the implementation of this VERA/VSIP proposal. The theme-based paragraphs below convey a sense of how the region would operate with certain positions restructured, eliminated, or reclassified with a different set of programmatic responsibilities and technical skill sets.

All of the region's offers would be made to individuals holding positions targeted for restructuring or elimination. The region would need to undertake a small number of personnel actions (such as reassignments and/or merit promotions) once those accepting offers have departed to fully implement this plan.

Region 10 proposes to extend a maximum of nineteen VERA/VSIP offers among incumbents of 41 targeted positions which are eligible for either regular or early retirement. An additional 37 targeted positions are occupied by individuals not eligible for either regular or early retirement, and Region 10 does not plan to extend any VSIP offers to them. Duty stations are primarily in Seattle, but also in Richland, WA and Portland, OR. These nineteen planned offers fall into four of the six major themes identified by the agency. Assuming the offers are accepted and positions vacated, the region plans to restructure or eliminate these positions as described in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP 19 x \$25,000	\$ 475,000
Annual Leave Pay Out for 19 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 19 of Targeted Positions}	\$ 224,640
Total Maximum Direct Costs	\$ 699,640

Table B – Estimated Savings for FY 2018 through FY 2019			
	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	75,360,000	75,360,000	75,360,000
B. VERA/ VSIP Payout Cost	475,000		
C. Leave Payout Cost	224,640		
D. Post VERA/VSIP Annual Payroll Cost (less 19 FTE's average cost)	75,360,000	72,517,928	72,517,928
E. Payroll for # New Hires (assume 17 FTE's external to Region 10 by mid-year in FY 18)		1,259,487	2,518,974
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	(699,640)	1,582,585	323,098
G. Pre-VERA/VSIP Annual WCF Cost	2,168,900	2,168,900	2,168,900
H. Post VERA/VSIP Annual WCF Cost	2,168,000	2,091,000	2,091,000
I. WCF for # New Hires (assumes half of WCF costs mid-year in FY 18 - \$2,050 * 17 and full costs \$4,100 * 17 in FY 19)		34,850	69,700
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	2,168,900	43,050	8,200
Projected Savings with VERA/VSIP	(699,640)	1,625,635	331,298

MEMORANDUM

SUBJECT: Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment Opportunities

FROM: Insert Name
Insert Title (Assistant or Regional Administrator)

TO: All Insert Region or AAship Employees

This is a follow-up to Acting Deputy Administrator Mike Flynn's messages last month to all agency employees regarding Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment opportunities. I am pleased to let you know that the U.S. Office of Personnel Management and the U.S. Office of Management and Budget have approved our request to offer VERA/VSIP opportunities to a limited number of EPA employees.

An employee whose position is in the VERA/VSIP pool will be receiving a separate letter from me. The letter will provide specifics on the application process; please be aware the application period opens on July 12, 2017 and closes at 11:59 p.m. Eastern time on July 26, 2017. Employees must depart the agency by September 2, 2017.

The decision to take advantage of a VERA or VSIP is entirely voluntary. This is a very personal decision and no one is required to accept an offer. Employees are urged to carefully consider the information provided and their personal situation prior to deciding. Please contact {Insert RHRO or PMO} with any questions you may have about our VERA/VSIP.

6/30/17 UPDATE

This is a follow up to today's conference call on the VERA/VSIP budget calculations. Please update your templates as was discussed in the call today and email to Carol Terris and Janet Remmers ASAP, but no later than Monday, July 3rd.

Below are the table templates from OHR for the VERA/VSIP:

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
79 of Targeted Positions for VSIP x \$25,000	\$ 1,975,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 79 of Targeted Positions}	\$ 939,658
Total Maximum Direct Costs	\$ 2,914,658

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$145,857,958	\$145,857,958
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$135,515,460	\$135,515,460
E. Payroll for 71 New Hires	\$2,368,330	\$4,736,659
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$7,974,168	\$5,605,839
G. Pre-VERA/VSIP Annual WCF Cost	\$5,295,000	\$5,295,000
H. Post VERA/VSIP Annual WCF Cost	\$4,979,000	\$4,979,000
I. WCF for 71 New Hires	\$142,000	\$284,000
J. WCF Savings for 79 VERA/VSIP Targeted Positions (J = G – H – I)	\$174,000	\$32,000
Projected Savings with VERA/VSIP (F + J)	\$8,148,168	\$5,637,839

Table A

Used average hourly rate of \$49.56 for a GS12 step 10.

Table B

A: Base cost from latest pay period posted (2017 PP20) projected for 26 pay periods with 27% added for benefits (\$4,417,261 x 26 x 127%).

B: \$0 per guidance

C: \$0 per guidance

D: Row A minus annual payroll cost of 79 targeted positions ($\$49.56 \times 127\% \times 2080 \text{ Hours} \times 79$).

E: New outside hires at lower pay (GS 9 step 1) for restructured positions using \$26.29 per hour including 22% for benefits ($\$26.29 \times 2080 \times 122\% \times 71$) starting at mid-year 2018. Applied half the amount to 2018 and the full amount to 2019.

G: WCF amount pulled from BAS v4.0 2017 Enacted Operating Plan

H: Row G minus annual WCF cost of 79 targeted positions ($\$4,000 \times 79$).

I: New outside hires for restructured positions using annual WCF cost of \$4,000 per FTE ($\$4,000 \times 71$) starting at mid-year 2018. Applied half the amount to 2018 and the full amount to 2019.

**OFFICE OF GENERAL COUNSEL
VERA/VSIP 2017 Business Case**

Business Case:

The Office of General Counsel (OGC) provides legal services to all the Agency's organizational elements with respect to all programs and activities. Specifically, OGC provides legal opinions, legal counsel, litigation support, and assists in the formulation and administration of the Agency's policies and programs as legal advisors. OGC's workforce is primarily comprised of attorney advisers.

OGC often has a shortfall in its non-pay budget lines. Because the Agency is considering Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payment (VSIP) Authority, OGC has taken steps to ensure it only has essential personnel at the right grade level so as to ensure it has as much non-pay funding available as possible. In reviewing OGC's ongoing work and the Agency's needs, OGC made a decision to restructure or reduce one (1) highly graded non-supervisory position and one (1) non-supervisory position in its Immediate Office. Below is the VERA and VSIP business case justification:

POSITION	FUNCTION	ORGANIZATION	LOCATION	OCCUPATIONAL CATEGORY	GRADE LEVEL
Senior Counsel for International Affairs	Oversees special projects of significant concern to the Agency.	OGC Immediate Office	WA, DC	Management	SL-0905-00
Executive Assistant	Executes day-to-day responsibilities & assignments that are routine and/or may be of a sensitive nature.	OGC Immediate Office	WA, DC	Administrative	GS-0301/12

The senior counsel SL-0905 position targeted under the VERA/VSIP authorities was a new position OGC created soon after a significant environmental incident. The position's original duty station was in Denver, CO, that was changed in late 2016 to Washington, DC. The position responsibilities included special projects such as supporting the Agency mission-driven environmental and human health efforts related to the Region 8 Gold King Mine. Given the reduced impacts surrounding the Gold King Mine efforts at this time, this position is no longer high priority or critical to the Agency mission. OGC made the decision to eliminate this position. This position is retirement eligible. OGC will offer only the VSIP authority.

OGC's Immediate Office currently employs two executive assistant GS-0301/12 positions of which one position is considered in excess at the GS-12 level. OGC will target two position under the VERA/VSIP authorities but will offer only one position. In reviewing its administrative support needs in the OGC Immediate Office, OGC determined that the work may be restructured at the GS-11 level. OGC will offer both the VERA and VSIP authority for the one position.

VSIP- and VERA-Specific Information:

The one targeted SL-0905 position is retirement eligible. OGC will offer only the VSIP authority.

- Total 0905 General Attorney = 173 // Retirement Eligible = 25 // VERA eligible = 37 // VSIP eligible = 136

OGC is targeting two positions at the GS-0301/12 but only offering one position based on the first to apply. The one position will be eligible for both VERA and VSIP authority. The targeted GS-12 position will be restructured at the GS-11 level.

- Total 301 Miscellaneous Administration and Program = 13 // Retirement Eligible = 4 // VERA eligible = 3 // VSIP eligible = 13

Budget Information:

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP		
2 Targeted Positions for VSIP x \$25,000	\$ 50,000	
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 40,685	
Total Maximum Direct Costs	\$ 90,685	
Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$359,379	\$363,189
B. VERA/ VSIP Payout Cost	\$ 50,000	\$ 50,000
C. Leave Payout Cost	\$ 40,685	\$ 41,116
D. Post VERA/VSIP Annual Payroll Cost	\$0	\$0
E. Payroll for # New Hires	\$85,363	\$85,363
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$183,331	\$185,805
G. Pre-VERA/VSIP Annual WCF Cost	\$17,788	\$17,979
H. Post VERA/VSIP Annual WCF Cost	\$0	\$0
I. WCF for # New Hires	\$8,894	\$8,989
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$8,894	\$8,989
Projected Savings with VERA/VSIP (F + J)	\$192,226	\$194,794

Assumptions:

1. Annual Payroll cost for GS-12/6 (\$93,008) and SL position \$187,000 includes an estimated benefits rate of 27% and a 1.6% inflationary adjustment for FY18 and FY19
2. Leave Payout includes annual leave hrs of 1.3 @ \$44.72 and 447.15 hrs @ 89.90 plus a 1.6% inflationary adjustment for FY18 and FY19
3. New Hire GS-11/1 (\$66,510) plus a 1.6% inflationary adjustment
4. WCF estimated cost of \$8,800 per person plus a 1.7% inflationary adjustment for FY18 and FY19

AA/RA	Location	Occupational Series	Original		Revised		Max Offers	Description
			SES	SL/ST	SES	SL/ST		
OLEM	ARLINGTON,VIRGINIA	340-Program Management	1	0	1	0	1	Director, Technology Innovation & Field Services Division, Office of Superfund Remediation & Technology Innovation, Suprv
OW	WASHINGTON,DC	301- Scientific & Senior Level Positions	0	5	0	5	2	SENIOR PROGRAM ADVISOR (WETLANDS), OW/IO, Suprv SENIOR POLICY ADVISOR, OW/IO, Nonsuprv SENIOR LEADER (POLICY ADVISOR), OGWDW/SRMD/IO, Nonsuprv ASSOCIATE DIRECTOR OF SCIENCE, OST/IO, Nonsuprv SENIOR POLICY ADVISOR, OWOW/IO, Nonsuprv
Region 3	PHILADELPHIA, PENNSYLVANIA	340-Program Management	4	0	0	0	0	Removed
OCSPP	WASHINGTON,DC	340-Program Management	6	0	0	0	0	Removed
AO	WASHINGTON,DC	1301-General Physical Science	0	1	0	1	1	SL - Senior Advisor for Climate Adaptation, Office of Policy, Immediate Office.
ORD	ATHENS,GEORGIA	1320-Chemistry	0	1	0	1		
ORD	CINCINNATI,OHIO	1301-General Physical Science	0	1	0	1		
ORD	CINCINNATI,OHIO	401-General Natural Resources Management and Biological Sciences	0	2	0	2		
ORD	DURHAM,NORTH CAROLINA	340-Program Management	1	0	1	0		
ORD	DURHAM,NORTH CAROLINA	401-General Natural Resources Management and Biological Sciences	0	1	0	1		
ORD	DURHAM,NORTH CAROLINA	403-Microbiology	0	1	0	1		
ORD	DURHAM,NORTH CAROLINA	819-Environmental Engineering	0	1	0	1		
ORD	WASHINGTON,DC	1301-General Physical Science	0	1	0	1		
ORD	WASHINGTON,DC	301-Miscellaneous Administration and Program	0	1	0	1		
ORD	WASHINGTON,DC	340-Program Management	1	0	1	0		
ORD	WASHINGTON,DC	unknown	0	1	0	1		
Total			13	16	3	16		

6/30/17 UPDATE

This is a follow up to today's conference call on the VERA/VSIP budget calculations.

Please update your templates as was discussed in the call today and email to Carol Terris and Janet Remmers ASAP, but no later than Monday, July 3rd.

Below are the table templates from OHR for the VERA/VSIP:

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
8 Targeted Positions for VSIP x \$25,000	\$ 200,000
Annual Leave Pay Out for 8 Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool (GS-14/7) x 240 x 8 positions}	\$ 121,287
Total Maximum Direct Costs	\$ 321,287

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$78,956,715	\$80,930,632
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$77,558,164	\$79,532,081
E. Payroll for 4 New Hires	\$235,011	\$470,022
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,163,540	\$928,529
G. Pre-VERA/VSIP Annual WCF Cost	\$2,817,558	\$2,817,558
H. Post VERA/VSIP Annual WCF Cost	\$2,788,678	\$2,788,094
I. WCF for 4 New Hires	\$7,220	\$14,732
J. WCF Savings for 4 VERA/VSIP Targeted Positions (J = G – H – I)	\$21,660	\$14,732
Projected Savings with VERA/VSIP (F + J)	\$1,185,200	\$943,261

FOOTNOTES:

Table A

1. Used an average of GS 14/7 for Region 8, locality for Denver, CO. Used the standard 240 hours, with 8 maximum, accepted offers during FY17.

Table B

- A. Based on projections done by R8 through pay period 15 and March PHS.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes GS-14/7 annual salary x 32.54% for benefit costs x 8 positions, subtracted from A.
- E. Assumes a domino effect, and 4 external hires would be at lower grades, so assumed GS-12/5 x 32.54% benefits x 4 positions x ½ year for 2018, full-year for 2019
- F. $A - B - C - D - E$
- G. Assumes WCF allocation from FY17 enacted budget for Region 8.
- H. Assumes $\$3610 \times 8 = \$28,880$, taken from G for FY18; for FY19, assumes a 2% increase in costs $\$3683 \times 8 = \$29,464$, taken from G.
- I. Assumes 4 re-structured positions filled internal to R8; the resulting vacancies assumed to be external; $\$3610 \times 4 \times \frac{1}{2}$ for FY18, and $\$3683 \times 4 \times 1$ for FY19)
- J. $G - H - I$

Table A – Direct Costs for VERA/VSIP	
36 of Targeted Positions for VSIP x \$25,000	\$ 900,000
Annual Leave Pay Out for 36 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 320 x # of Targeted Positions}	\$ 665,219**
Total Maximum Direct Costs	\$ 1,565,219

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$87,822,875 *	\$89,140,218*
B. VERA/ VSIP Payout Cost	0	
C. Leave Payout Cost	0	
D. Post VERA/VSIP Annual Payroll Cost	\$82,251,651***	\$83,568,994***
E. Payroll for # New Hires	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$5,571,224	\$5,571,224
G. Pre-VERA/VSIP Annual WCF Cost	\$2,774,000	
H. Post VERA/VSIP Annual WCF Cost	\$2,630,000	
I. WCF for # New Hires	0****	0
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 144,000*****	
Projected Savings with VERA/VSIP (F + J)	\$5,715,224	\$5,571,224

Table A:

** Assumed maximum carryover and leave to date of calculation and assumed some used average 320 annual leave hours times hourly rate at step 10 of grade

Table B:

A: *This is the Annual Payroll Cost per Bas v. 1 for Region 1 multiplied by 1.5% for WIGIs, & Promotions for FY2018 and 1.5% WIGIs, and Promotions for FY2019. Plus 29% Benefits for FY2018 and FY2019.

D. *** Assumed the Step 10 for each grade level targeted

I. **** No planned external hires as a result of VERA/VSIP restructured positions. Internal hires will be used. Have factored in Annual Payroll Costs in line A.

J. *****Annual WCF costs \$ 4,000 per position

Office of Water VERA and VSIP Justification

The Office of Water (OW – Washington, DC and Cincinnati, OH) will use the VERA and VSIP authorities to:

- Reduce and rebalance our current grade structure by reducing GS-13s and GS-14s, non-supervisory GS-15s, and supervisory and non-supervisory SLs to adjust skill and grade levels.
- Restructuring our programmatic and administrative positions to refresh skill sets to address modern and ever-changing technologies, enhance collaboration and coordination, and deal with increasingly complex technical and scientific challenges.
- Reshape current workforce to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities in current and potentially different series to create a higher-performing organization.
- Assess on an ongoing basis our position management structure and make future changes based on staff attrition and changing technology.

Identification of specific positions and functions to be reduced or eliminated (identified by organizational unit, geographic location, occupational category, grade level and any other factors related to the position).

See Attachment 1 -Targeted Positions and Maximum Number of VSIPs to be Offered to Targeted Positions by OW office and series.

Description of how the program/region will operate without the eliminated/restructured positions.

The office will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. This will allow us to recruit at the entry-level for positions working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. Other positions, to the extent feasible and practical, will be restructured through the transfer and retraining of staff with outdated skill sets or staff that are currently focused on work activities that will not be emphasized in the future.

Explanation of how VSIP will be used in conjunction with VERA.

OW will use the VERA authority to increase the number of positions in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are 85 targeted positions that are eligible for voluntary (optional) retirement and eligible to accept a VSIP offer without VERA approval. The number of VERA employees eligible for a VSIP is 67 so by adding VERA, the number of targeted positions who are eligible to accept a

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VSIP offer increases to 152 and improves the probability of reaching the OW goal to realign resources. Additionally, by adding employees who are eligible for VSIP only (239) and not eligible for voluntary or early retirement, it increases our number of positions in targeted job series to 391. OW will make VERA and VSIP offers simultaneously to all employees in targeted positions during the same offer period. A total of 30 VSIP offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of OW reaching the goals of restructuring and reshaping the workforce.

Description of the categories of employees who will be offered VSIP (identified by organizational unit, geographic location, occupational category, grade level and any other factors such as skills and knowledge, or retirement eligibility).

See Attachment 1 -Targeted Positions and Maximum Number of VSIPs to be Offered to Targeted Positions by OW office and series.

Number and maximum amounts of voluntary separation incentive payments to be offered (i.e., approved).

OW will approve up to 30 VSIPs, each up to the maximum of \$25,000 or the amount of severance pay to which an employee is entitled (whichever is less).

Proposed organizational chart displaying the expected changes in the agency's organizational structure after the agency has completed the incentive payments.

See Attachment 2

VERA-Specific Information

Number of non-temporary employees in OW undergoing change	391
Number of non-temporary employees in OW who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation	5
Number of employees in OW who are eligible for early retirement (excluding employees eligible for optional retirement)	67
The estimate of the total number of employees in OW who are expected to take early retirement is:	5

The actions listed below provide a description of the types of personnel actions anticipated as a result of OW's need for voluntary early retirement authority:

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish and/or Reclassify Positions
- Voluntary Retirements
- Internal and External Recruitments

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Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
Annual Leave Pay Out for 30 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 30 Targeted Positions}	\$470,098
Total Maximum Direct Costs	\$1,220,098

- 1) Annual Leave payout is calculated based on the average grade and step for the target pool:
 - Hourly salary of an SL employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$84.76 \times 240 = \$20,342 \times 1 = \$20,342$
 - Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$75.77 \times 240 = \$18,185 \times 11 = \$200,033$
 - Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$62.62 \times 240 = \$15,029 \times 9 = \$135,261$
 - Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$52.99 \times 240 = \$12,718 \times 9 = \$114,462$
 - The total leave payout is the sum of $\$20,342 + \$200,033 + \$135,261 + \$114,462 = \$470,098$
- 2) The total maximum direct cost is the sum of $\$750,000 + \$470,098 = \$1,220,098$

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,832,000	\$92,832,000
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost (pre-VERA/VSIP payroll cost- payroll for 30 targeted positions)	\$87,314,227	\$87,314,227
E. Payroll for 15 New Hires (assumes 15 FTEs external to OW by mid-year in FY18)	\$634,473	\$1,268,946
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$4,883,300	\$4,248,827
G. Pre-VERA/VSIP Annual WCF Cost	\$5,914,224	\$5,914,224
H. Post VERA/VSIP Annual WCF Cost	\$5,619,984	\$5,619,984
I. WCF for 15 New Hires (assumes half of WCF costs for FY18; full WCF for FY19)	\$73,560	\$147,120
J. WCF Savings for 30 VERA/VSIP Targeted Positions (J = G – H – I)	\$220,680	\$147,120
Projected Savings with VERA/VSIP (F + J)	\$5,103,980	\$4,395,947

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A. Pre VERA/VSIP costs are based on the 2017 Opplan payroll.

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Post VERA/VSIP annual payroll is pre-VERA/VSIP payroll minus the payroll costs for 30 targeted positions. Salary calculations are based on the annual salary of an employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered.

$$\begin{aligned}\text{SL} & \$176,303 \times 1 = \$176,303 \\ \text{GS 15/7} & \$158,123 \times 11 = \$1,739,353 \\ \text{GS 14/6} & \$130,692 \times 9 = \$1,176,228 \\ \text{GS 13/6} & \$110,595 \times 9 = \$995,355 \\ \text{Total payroll costs for targeted VERA/VSIP positions} & = \$4,087,239 + 35\% = \$5,517,773\end{aligned}$$

$$\text{Post VERA/VSIP annual payroll} = \$92,832,000 - \$5,517,773 = \$87,314,227$$

E. Assumes new hires will be on board for half of FY18 and the entirety of FY19. Salary calculations are based on the annual salary of an employee in Washington, D.C. An additional 35% increase is added to account for benefits.

$$\begin{aligned}\text{GS 9/1} & \$54,972 \times 5 = \$274,860 \times .5 = \$137,430 \\ \text{GS 11/1} & \$66,510 \times 10 = \$665,100 \times .5 = \$332,550 \\ \text{E (FY19).} & \$274,860 + \$665,100 = \$939,960 + .35 = \$1,268,946 \\ \text{E (FY18).} & \$939,960 \times .5 = \$469,980 + .35 = \$634,473\end{aligned}$$

F (FY18) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$92,832,000 - \$0 - \$0 - \$87,314,227 - \$634,473 = \$4,883,300$$

F (FY19) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$92,832,000 - \$0 - \$0 - \$87,314,227 - \$1,268,946 = \$4,248,827$$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$$\$9,808 \times 603 \text{ on-boards} = \$5,914,224$$

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\begin{aligned}\$9,808 \times 30 & = \$294,240 \\ \$5,914,224 - \$294,240 & = \$5,619,984\end{aligned}$$

I. Working Capital Fund costs assume new hires will be on board for half of FY18 and the entirety of FY19.

(FY18). Working capital fund costs are based on \$9,808 per person per year for computer, telephone and internet access. Cost for 6 months is \$4,904. $\$4,904 \times 15 = \$73,560$

I (FY19). Working capital fund costs are based on \$9,808 per person per year for computer, telephone and internet access, times the targeted new hires. $\$9,808 \times 15 = \$147,120$

J (FY18) WCF Savings for # VERA/VSIP Targeted Positions

$$\$5,914,224 - \$5,619,984 - \$73,560 = \$220,680$$

J (FY19) WCF Savings for # VERA/VSIP Targeted Positions

$$\$5,914,224 - \$5,619,984 - \$147,120 = \$147,120$$

FY18 Projected Savings with VERA/VSIP. $\$4,883,300 + \$220,680 = \$5,103,980$

FY19 Projected Savings with VERA/VSIP. $\$4,248,827 + \$147,120 = \$4,395,947$

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	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
OARM	702	121	164	643
OAR	1155	184	271	1002
OCFO	315	51	83	283
OECA	730	176	164	686
OIG	276	44	58	251
OITA	74	12	19	70
AO	730	76	80	311
OEI	348	71	81	312
OGC	234	37	51	183
OLEM	495	113	134	451
ORD	1794	427	324	1463
OCSPP	1147	203	225	876
OW	602	103	94	502
REGION 1	568	137	201	521
REGION 2	785	205	238	726
REGION 3	828	199	217	722
REGION 4	914	166	297	823
REGION 5	1086	258	309	978
REGION 6	748	227	166	669
REGION 7	522	75	112	444
REGION 8	529	98	127	491
REGION 9	741	145	208	677
REGION 10	548	108	124	501
EPA	15871	3236	3747	13585

VSIP

When an agency has received approval from OPM to offer VSIPs, any employee (as defined in 5 U.S.C. 2105) who meets these general eligibility requirements may receive an offer. The employee must:

1. Be serving in an appointment without time limit;
2. Be currently employed by the Executive Branch of the Federal Government for a continuous period of at least 1 year;
3. Be serving in a position covered by an agency VSIP plan (i.e., in the specific geographic area, organization, series and grade);
4. Apply for and receive approval for a VSIP from the agency making the VSIP offer; and
5. Not be included in any of the ineligibility categories listed below.

Employees in the following categories are not eligible for a VSIP:

1. Are reemployed annuitants;
2. Have a disability such that the individual is or would be eligible for disability retirement;
3. Have received a decision notice of involuntary separation for misconduct or poor performance;
4. Previously received any VSIP from the Federal Government;
5. During the 36-month period preceding the date of separation, performed service for which a student loan repayment benefit was paid, or is to be paid;
6. During the 24-month period preceding the date of separation, performed service for which a recruitment or relocation incentive was paid, or is to be paid; and
7. During the 12-month period preceding the date of separation, performed service for which a retention incentive was paid, or is to be paid.

VERA

To be eligible to retire under VERA, an employee must:

- (1) Meet the VERA minimum age and service requirements (i.e., the employee has completed at least 20 years of creditable service and is at least age 50, or has completed at least 25 years of creditable service regardless of age);
The minimum age and service requirements are set by statute in 5 U.S.C. 8336(d)(2) for CSRS employees, and in 5 U.S.C. 8414(b)(1) for FERS employees. OPM has no authority to waive either the minimum age or service requirement for VERA eligibility.
- (2) Have been continuously employed by the agency for at least 31 days before the date that the agency initially requested OPM approval of VERA;
- (3) Hold a position that is not a time-limited appointment;
- (4) Have not received a final removal decision based upon misconduct, or unacceptable performance;
- (5) Hold a position covered by the agency's VERA; and
- (6) Retire under the VERA option during the agency's VERA window.

OARM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
ATLANTA, GEORGIA	2	2		2
1801-General Inspection, Investigation, and Compliance	1	1		1
905-General Attorney	1	1		1
BOSTON, MASSACHUSETTS	1			1
343-Management and Program Analysis	1			1
CHICAGO, ILLINOIS	1			1
905-General Attorney	1			1
CINCINNATI, OHIO	68	9	21	65
1102-Contracting	2			1
1301-General Physical Science	1		1	1
1410-Librarian	1			1
1654-Printing Services	1	1		1
18-Safety and Occupational Health Management	2		2	2
2010-Inventory Management	1			1
201-Human Resources Management	29	4	10	28
203-Human Resources Assistance	2			2
2210-Information Technology Management	6		2	5
318-Secretary	2	1		2
340-Program Management	1			1
343-Management and Program Analysis	12	3	3	12
391-Telecommunications	2		1	2
801-General Engineering	4		1	4
80-Security Administration	1			1
830-Mechanical Engineering	1		1	1
DURHAM, NORTH CAROLINA	131	11	19	111
1102-Contracting	33	4	8	31
1301-General Physical Science	1			
1640-Facility Operations Services	6		1	5
18-Safety and Occupational Health Management	1			1
2010-Inventory Management	1			
201-Human Resources Management	55	3	6	44
203-Human Resources Assistance	5			4
2210-Information Technology Management	10	1	3	8
2299-Information Technology Student Trainee	1			
301-Miscellaneous Administration and Program	2			2
340-Program Management	3			3
341-Administrative Officer	1			1
343-Management and Program Analysis	2	1	1	2
511-Auditing	1	1		1
801-General Engineering	1	1		1
80-Security Administration	1			1
830-Mechanical Engineering	4			4

[illegible]

850-Electrical Engineering	2			2
899-Engineering and Architecture Student Trainee	1			1
LAS VEGAS, NEVADA	21	2	5	18
201-Human Resources Management	18	2	5	15
203-Human Resources Assistance	2			2
318-Secretary	1			1
MOREHEAD CITY, NORTH CARO	1		1	1
201-Human Resources Management	1		1	1
NEW BERN, NORTH CAROLINA	1			1
201-Human Resources Management	1			1
NORWOOD, OHIO	37	4	6	34
1102-Contracting	36	3	6	33
301-Miscellaneous Administration and Program	1	1		1
PHILADELPHIA, PENNSYLVANI	1			1
905-General Attorney	1			1
SAN FRANCISCO, CALIFORNIA	1			1
343-Management and Program Analysis	1			1
WASHINGTON, DC	433	93	112	407
1001-General Arts and Information	1		1	1
1102-Contracting	96	19	24	90
1103-Industrial Property Management	1			1
1106-Procurement Clerical and Technician	1	1		1
1109-Grants Management	22	6	5	22
1170-Realty	1			1
1640-Facility Operations Services	2		2	2
1654-Printing Services	1			1
1712-Training Instruction	1			1
1750-Instructional Systems	2			1
1801-General Inspection, Investigation, and Compliance	2		1	2
18-Safety and Occupational Health Management	3		1	3
201-Human Resources Management	37	11	8	34
203-Human Resources Assistance	2	1	1	2
2101-Transportation Specialist	1			
2210-Information Technology Management	25	1	9	25
28-Environmental Protection Specialist	1			1
301-Miscellaneous Administration and Program	21	7	7	20
303-Miscellaneous Clerk and Assistant	2	2		2
306-Government Information Specialist	3	2	1	3
318-Secretary	2	1	1	2
326-Office Automation Clerical and Assistance	2	1		2
340-Program Management	7	2	2	7
341-Administrative Officer	2		1	2
342-Support Services Administration	11	6	3	11
343-Management and Program Analysis	106	21	24	99
344-Management and Program Clerical and Assistance	1			1
351-Printing Clerical	1		1	1
391-Telecommunications	1	1		1

510-Accounting	4	1	1	4
511-Auditing	5	2	2	5
690-Industrial Hygiene	1	1		1
801-General Engineering	1			1
804-Fire Protection Engineering	2		1	1
808-Architecture	5	2		4
80-Security Administration	18	2	4	17
810-Civil Engineering	1	1		1
819-Environmental Engineering	1			1
830-Mechanical Engineering	4		1	3
850-Electrical Engineering	1			1
905-General Attorney	26	2	7	23
935-Administrative Law Judge	3		2	3
950-Paralegal Specialist	1		1	1
#N/A	2		1	2
Grand Total	698	121	164	643

OAR	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANN ARBOR, MICHIGAN	282	46	73
1102-Contracting	1		
110-Economist	3		
1301-General Physical Science	21	1	8
1320-Chemistry	7	3	
1399-Physical Science Student Trainee	1		
1550-Computer Science	4	2	
1640-Facility Operations Services	4		
1801-General Inspection, Investigation, and Compliance	14	2	3
1910-Quality Assurance	1		
201-Human Resources Management	2		
2210-Information Technology Management	8	1	2
28-Environmental Protection Specialist	51	11	16
301-Miscellaneous Administration and Program	13	2	3
318-Secretary	1		1
343-Management and Program Analysis	11		1
4714-Model Making	1		
801-General Engineering	21	2	4
802-Engineering Technical	12	2	4
803-Safety Engineering	1	1	
819-Environmental Engineering	14	2	5
830-Mechanical Engineering	62	12	19
850-Electrical Engineering	4	2	
854-Computer Engineering	2		1
893-Chemical Engineering	12	3	6
899-Engineering and Architecture Student Trainee	4		
905-General Attorney	3		
99-General Student Trainee	4		
ANNAPOLIS, MARYLAND	1		
343-Management and Program Analysis	1		
AUTAUGA, ALABAMA	1		
1320-Chemistry	1		
DALLAS, TEXAS	1		
1301-General Physical Science	1		
DURHAM, NORTH CAROLINA	345	54	78
1035-Public Affairs	1		
1101-General Business and Industry	7	1	
110-Economist	9	1	
1301-General Physical Science	66	13	4
1530-Statistics	6		1
2210-Information Technology Management	9	1	
28-Environmental Protection Specialist	112	15	32

	# of Targeted Positions														
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments	
248															
1															
1															
16															
5															
4															
2															
14															
1															
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8															
50															
11															
1															
11															
1															
21															
8															
1															
13															
57															
4															
2															
12															
2															
1															
1															
1															
1															
294															
1															
7															
7															
49															
4															
8															
98															

301-Miscellaneous Administration and Program	27	8	7
306-Government Information Specialist	1		
340-Program Management	7	2	3
343-Management and Program Analysis	14	3	3
401-General Natural Resources Management and Biological Sciences	3		
408-Ecology	1		
501-Financial Administration and Program	1		1
560-Budget Analysis	2		1
601-General Health Science	12	1	1
819-Environmental Engineering	64	9	25
893-Chemical Engineering	3		
LAS VEGAS, NEVADA	23	8	3
1102-Contracting	1		
1301-General Physical Science	10	4	1
1306-Health Physics	1		
2210-Information Technology Management	1		
28-Environmental Protection Specialist	5	2	1
303-Miscellaneous Clerk and Assistant	1	1	
343-Management and Program Analysis	2	1	1
690-Industrial Hygiene	1		
819-Environmental Engineering	1		
MONTGOMERY, ALABAMA	39	9	10
1102-Contracting	1		
1301-General Physical Science	25	7	7
1306-Health Physics	1		
1320-Chemistry	6	1	2
1529-Mathematical Statistics	1		1
1640-Facility Operations Services	1		
2210-Information Technology Management	2		
318-Secretary	1	1	
690-Industrial Hygiene	1		
SAN DIEGO, CALIFORNIA	1	1	
301-Miscellaneous Administration and Program	1	1	
WASHINGTON NAVY YARD, DC	1		
1301-General Physical Science	1		
WASHINGTON, DC	450	66	107
1035-Public Affairs	21		2
1102-Contracting	4		
110-Economist	18	3	2
1301-General Physical Science	43	9	4
1306-Health Physics	5	1	2
1320-Chemistry	3		2
1350-Geology	2		
1515-Operations Research	1	1	
1530-Statistics	2	1	
1550-Computer Science	1		
1801-General Inspection, Investigation, and Compliance	1		

2210-Information Technology Management	9	2	3
28-Environmental Protection Specialist	160	8	36
301-Miscellaneous Administration and Program	18	5	7
303-Miscellaneous Clerk and Assistant	1	1	
318-Secretary	6	1	3
340-Program Management	6	2	1
341-Administrative Officer	1	1	
343-Management and Program Analysis	89	20	28
344-Management and Program Clerical and Assistance	3	2	1
399-Administration and Office Support Student Trainee	1		
401-General Natural Resources Management and Biological Sciences	6	2	
408-Ecology	1		
801-General Engineering	3		1
819-Environmental Engineering	33	5	11
830-Mechanical Engineering	2		1
861-Aerospace Engineering	1		
893-Chemical Engineering	2	1	
905-General Attorney	4	1	2
99-General Student Trainee	2		
#N/A	1		1
Grand Total	1144	184	271

9														
137														
18														
1														
6														
5														
1														
86														
3														
6														
1														
3														
31														
2														
1														
2														
4														
1														
1002														

OCFO	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
CHAMPAIGN, ILLINOIS	1			1
1160-Financial Analysis	1			1
CINCINNATI, OHIO	6		1	6
2210-Information Technology Management	1			1
501-Financial Administration and Program	3			3
510-Accounting	2		1	2
DURHAM, NORTH CAROLINA	57	8	16	51
2210-Information Technology Management	12	1	7	12
2299-Information Technology Student Trainee	1			
301-Miscellaneous Administration and Program	1			1
343-Management and Program Analysis	2		1	2
399-Administration and Office Support Student Trainee	3			
501-Financial Administration and Program	22	4	6	21
510-Accounting	16	3	2	15
LAS VEGAS, NEVADA	19	3	7	15
2210-Information Technology Management	1			
318-Secretary	1			1
501-Financial Administration and Program	12	2	5	9
503-Financial Clerical and Assistance	1			1
510-Accounting	4	1	2	4
NORWOOD, OHIO	44	5	6	43
343-Management and Program Analysis	2		1	2
501-Financial Administration and Program	20	3	1	19
510-Accounting	21	2	4	21
599-Financial Management Student Trainee	1			1
WASHINGTON, DC	186	35	53	167
1035-Public Affairs	1			1
1160-Financial Analysis	1			1
2210-Information Technology Management	31	2	8	28
301-Miscellaneous Administration and Program	3	2	1	3
303-Miscellaneous Clerk and Assistant	1	1		1
318-Secretary	3	3		2
340-Program Management	1	1		1
341-Administrative Officer	2		2	2
343-Management and Program Analysis	81	13	18	73
399-Administration and Office Support Student Trainee	1			
501-Financial Administration and Program	18	2	9	18
503-Financial Clerical and Assistance	1	1		1
510-Accounting	33	8	12	29
560-Budget Analysis	4	2		4
599-Financial Management Student Trainee	2			
905-General Attorney	1		1	1

[illegible]

#N/A	2		2	2
Grand Total	313	51	83	283

OECA	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ALBUQUERQUE, NEW MEXICO	1		
819-Environmental Engineering	1		
ANCHORAGE, ALASKA	3		
1811-Criminal Investigating	3		
ARLINGTON, VIRGINIA	3		
1811-Criminal Investigating	3		
ATLANTA, GEORGIA	8	2	
1301-General Physical Science	1		
1811-Criminal Investigating	7	2	
BALTIMORE, MARYLAND	2		
1811-Criminal Investigating	2		
BATON ROUGE, LOUISIANA	2		
1811-Criminal Investigating	2		
BISMARCK, NORTH DAKOTA	2		
1811-Criminal Investigating	2		
BOISE, IDAHO	2	1	
1811-Criminal Investigating	2	1	
BOSTON, MASSACHUSETTS	8	4	
1811-Criminal Investigating	6	3	
301-Miscellaneous Administration and Program	1	1	
905-General Attorney	1		
BRUNSWICK, GEORGIA	3		1
1811-Criminal Investigating	2		
343-Management and Program Analysis	1		1
BUFFALO, NEW YORK	2		
1811-Criminal Investigating	2		
CHARLESTON, WEST VIRGINIA	1	1	
1811-Criminal Investigating	1	1	
CHARLOTTE, NORTH CAROLINA	2		
1811-Criminal Investigating	2		
CHICAGO, ILLINOIS	7	1	
1301-General Physical Science	1		
1811-Criminal Investigating	5	1	
893-Chemical Engineering	1		
CLEVELAND, OHIO	6	1	1
1811-Criminal Investigating	5	1	
301-Miscellaneous Administration and Program	1		1
DALLAS, TEXAS	8	1	1
1301-General Physical Science	1		
1811-Criminal Investigating	6	1	
301-Miscellaneous Administration and Program	1		1
DENVER, COLORADO	15	2	2

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
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15															

1811-Criminal Investigating	6	1	
28-Environmental Protection Specialist	1		1
341-Administrative Officer	1		
819-Environmental Engineering	2		1
893-Chemical Engineering	1		
905-General Attorney	3		
986-Legal Assistance	1	1	
DETROIT, MICHIGAN	2		
1811-Criminal Investigating	2		
DURHAM, NORTH CAROLINA	1		
1811-Criminal Investigating	1		
EDISON, NEW JERSEY	6	3	
1301-General Physical Science	1	1	
1801-General Inspection, Investigation, and Compliance	1		
1811-Criminal Investigating	4	2	
GLYNCO, GEORGIA	3	2	
1811-Criminal Investigating	2	1	
301-Miscellaneous Administration and Program	1	1	
GREENSBORO, NORTH CAROLINA	1		
343-Management and Program Analysis	1		
GULF BREEZE, FLORIDA	3		
1811-Criminal Investigating	3		
HELENA, MONTANA	2	1	
1811-Criminal Investigating	2	1	
HONOLULU, HAWAII	2	1	
1811-Criminal Investigating	2	1	
HOUSTON, TEXAS	6	2	
1811-Criminal Investigating	5	1	
301-Miscellaneous Administration and Program	1	1	
INDIANAPOLIS, INDIANA	1		
1811-Criminal Investigating	1		
JACKSONVILLE, FLORIDA	8	2	
1811-Criminal Investigating	7	2	
301-Miscellaneous Administration and Program	1		
KANSAS CITY, KANSAS	1		
1811-Criminal Investigating	1		
KNOXVILLE, TENNESSEE	2	1	
1811-Criminal Investigating	2	1	
LAKEWOOD, COLORADO	79	23	23
1083-Technical Writing and Editing	1	1	
1301-General Physical Science	5	1	
1311-Physical Science Technician	1	1	
1320-Chemistry	27	11	7
1530-Statistics	1		
1601-Equipment, Facilities, and Services	1		
1801-General Inspection, Investigation, and Compliance	1		
1811-Criminal Investigating	2	1	

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2210-Information Technology Management	7	1	3
28-Environmental Protection Specialist	2	1	
301-Miscellaneous Administration and Program	3	2	1
340-Program Management	4		2
343-Management and Program Analysis	3	2	
344-Management and Program Clerical and Assistance	1		1
415-Toxicology	1		
819-Environmental Engineering	11	1	8
830-Mechanical Engineering	1		
893-Chemical Engineering	2		
905-General Attorney	5	1	1
LENEXA, KANSAS	9	3	
1811-Criminal Investigating	6	1	
301-Miscellaneous Administration and Program	1		
343-Management and Program Analysis	1	1	
905-General Attorney	1	1	
LOS ANGELES, CALIFORNIA	5	1	1
1811-Criminal Investigating	4	1	
301-Miscellaneous Administration and Program	1		1
LOUISVILLE, KENTUCKY	1		
1811-Criminal Investigating	1		
MIAMI, FLORIDA	3	1	
1811-Criminal Investigating	2	1	
905-General Attorney	1		
MIAMI-DADE, FLORIDA	1	1	
1811-Criminal Investigating	1	1	
MINNEAPOLIS, MINNESOTA	2		
1811-Criminal Investigating	2		
MISSOULA, MONTANA	1		
1811-Criminal Investigating	1		
NASHVILLE, TENNESSEE	2		
1811-Criminal Investigating	2		
NEW HAVEN, CONNECTICUT	2	1	
1811-Criminal Investigating	2	1	
NEW YORK, NEW YORK	6	2	
1811-Criminal Investigating	5	2	
301-Miscellaneous Administration and Program	1		
PHILADELPHIA, PENNSYLVANIA	6	3	
1811-Criminal Investigating	5	3	
301-Miscellaneous Administration and Program	1		
PHOENIX, ARIZONA	2	1	1
1811-Criminal Investigating	1	1	
301-Miscellaneous Administration and Program	1		1
PORTLAND, OREGON	2		
1811-Criminal Investigating	2		
SACRAMENTO, CALIFORNIA	1		
1811-Criminal Investigating	1		

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SALT LAKE CITY,UTAH	2		
1811-Criminal Investigating	2		
SAN DIEGO,CALIFORNIA	1		
1811-Criminal Investigating	1		
SAN FRANCISCO,CALIFORNIA	8	4	
1301-General Physical Science	1	1	
1811-Criminal Investigating	6	2	
301-Miscellaneous Administration and Program	1	1	
SAN JUAN,PUERTO RICO	2		
1811-Criminal Investigating	2		
SEATTLE,WASHINGTON	7	2	
1801-General Inspection, Investigation, and Compliance	1	1	
1811-Criminal Investigating	5	1	
301-Miscellaneous Administration and Program	1		
ST LOUIS,MISSOURI	2		
1811-Criminal Investigating	2		
SYRACUSE,NEW YORK	3	1	
1811-Criminal Investigating	3	1	
TAMPA,FLORIDA	2	1	
1811-Criminal Investigating	2	1	
WASHINGTON,DC	466	107	134
1001-General Arts and Information	2		
1035-Public Affairs	1	1	
110-Economist	1		
1160-Financial Analysis	1		
1301-General Physical Science	25	6	4
1350-Geology	1	1	
1412-Technical Information Services	1		
1529-Mathematical Statistics	1		1
1801-General Inspection, Investigation, and Compliance	2	1	
1811-Criminal Investigating	16	2	
2210-Information Technology Management	26	9	6
28-Environmental Protection Specialist	66	14	24
301-Miscellaneous Administration and Program	14	5	7
306-Government Information Specialist	1		
308-Records Management	3		1
318-Secretary	2		1
340-Program Management	7	2	3
341-Administrative Officer	5		1
343-Management and Program Analysis	96	24	33
401-General Natural Resources Management and Biological Sciences	5	1	1
560-Budget Analysis	1		
819-Environmental Engineering	18	4	8
893-Chemical Engineering	6	1	4
905-General Attorney	164	36	39
950-Paralegal Specialist	1		1
WHEELING,WEST VIRGINIA	2		

2															
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88															
2															
1															
17															
6															
145															
1															
2															

1811-Criminal Investigating	2		
Grand Total	730	176	164

2																
686																

OIG	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8
ARLINGTON,VIRGINIA	7	1	1	7		
1811-Criminal Investigating	5	1		5		
2210-Information Technology Management	2		1	2		
ATLANTA,GEORGIA	14	3	1	13		
1811-Criminal Investigating	4			4		
343-Management and Program Analysis	4	2		3		
511-Auditing	6	1	1	6		
BOSTON,MASSACHUSETTS	9	2	4	9		
1811-Criminal Investigating	1			1		
2210-Information Technology Management	1		1	1		
303-Miscellaneous Clerk and Assistant	1		1	1		
343-Management and Program Analysis	3	1	1	3		
511-Auditing	3	1	1	3		
CHICAGO,ILLINOIS	23	1	5	22		
101-Social Science	2	1		2		
1811-Criminal Investigating	3			3		
201-Human Resources Management	1		1	1		
2210-Information Technology Management	1		1	1		
343-Management and Program Analysis	6		2	6		
511-Auditing	7		1	6		
601-General Health Science	3			3		
CINCINNATI,OHIO	8	1	1	6		
343-Management and Program Analysis	2			2		
511-Auditing	4	1	1	4		
599-Financial Management Student Trainee	2					
DALLAS,TEXAS	8	1	2	8		
1811-Criminal Investigating	3	1		3		
343-Management and Program Analysis	1			1		
511-Auditing	4		2	4		
DENVER,COLORADO	11	3	1	10		
1811-Criminal Investigating	3	1		2		
343-Management and Program Analysis	4		1	4		
511-Auditing	3	1		3		
801-General Engineering	1	1		1		
DURHAM,NORTH CAROLINA	17	3	3	15		
101-Social Science	1			1		
1811-Criminal Investigating	2	1		2		
303-Miscellaneous Clerk and Assistant	1		1	1		
343-Management and Program Analysis	4	1		4		
511-Auditing	9	1	2	7		
KANSAS CITY,KANSAS	2		1	2		
343-Management and Program Analysis	1			1		

[illegible]

511-Auditing	1		1	1		
LENEXA, KANSAS	5	1	2	5		
343-Management and Program Analysis	4	1	2	4		
511-Auditing	1			1		
NEW YORK, NEW YORK	8	3	1	8		
1301-General Physical Science	1			1		
1811-Criminal Investigating	3	2		3		
343-Management and Program Analysis	2	1		2		
511-Auditing	1		1	1		
601-General Health Science	1			1		
NORWOOD, OHIO	2		1	2		
343-Management and Program Analysis	1			1		
511-Auditing	1		1	1		
PHILADELPHIA, PENNSYLVANIA	16	1	3	16		
101-Social Science	1			1		
1035-Public Affairs	1	1		1		
1811-Criminal Investigating	1			1		
2210-Information Technology Management	1		1	1		
343-Management and Program Analysis	6			6		
511-Auditing	5		2	5		
601-General Health Science	1			1		
SAN FRANCISCO, CALIFORNIA	12	2	2	11		
1301-General Physical Science	1			1		
1811-Criminal Investigating	3			2		
343-Management and Program Analysis	2	1		2		
511-Auditing	5	1	2	5		
601-General Health Science	1			1		
SEATTLE, WASHINGTON	9	2	3	9		
101-Social Science	1			1		
1320-Chemistry	1	1		1		
1811-Criminal Investigating	2			2		
343-Management and Program Analysis	2	1		2		
511-Auditing	3		3	3		
WASHINGTON, DC	121	19	27	107		
1035-Public Affairs	4			4		
1082-Writing and Editing	2			2		
1102-Contracting	1	1		1		
1811-Criminal Investigating	18	2	1	17		
201-Human Resources Management	4		1	4		
2210-Information Technology Management	16	1	2	13		
301-Miscellaneous Administration and Program	4	1		4		
340-Program Management	4	1	2	4		
341-Administrative Officer	2	1	1	2		
343-Management and Program Analysis	15	1	4	11		
415-Toxicology	1		1	1		
511-Auditing	37	8	13	34		
560-Budget Analysis	2		1	1		

819-Environmental Engineering	1			1		
905-General Attorney	10	3	1	8		
WINCHESTER, TENNESSEE	1	1		1		
1811-Criminal Investigating	1	1		1		
Grand Total	273	44	58	251		

OITA	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8
ARLINGTON,VIRGINIA	1			1		
301-Miscellaneous Administration and Program	1			1		
WASHINGTON,DC	73	12	19	69		
2210-Information Technology Management	1			1		
28-Environmental Protection Specialist	5	1		5		
301-Miscellaneous Administration and Program	45	6	12	41		
303-Miscellaneous Clerk and Assistant	2	2		2		
340-Program Management	5	2	3	5		
343-Management and Program Analysis	15	1	4	15		
Grand Total	74	12	19	70		

# of Targeted Positions												
by Grade												
9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments	

AO	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
BOSTON, MASSACHUSETTS	1	1	
301-Miscellaneous Administration and Program	1	1	
CINCINNATI, OHIO	1	1	
260-Equal Employment Opportunity	1	1	
DURHAM, NORTH CAROLINA	3	1	1
260-Equal Employment Opportunity	2	1	
28-Environmental Protection Specialist	1		1
LAS VEGAS, NEVADA	1		
260-Equal Employment Opportunity	1		
LOS ANGELES, CALIFORNIA	1		
343-Management and Program Analysis	1		
PRINCETON, NEW JERSEY	1		
893-Chemical Engineering	1		
SAN FRANCISCO, CALIFORNIA	1		
28-Environmental Protection Specialist	1		
WASHINGTON, DC	335	72	79
1001-General Arts and Information	13	3	
101-Social Science	1		
1035-Public Affairs	13	1	3
1060-Photography	1	1	
1071-Audiovisual Production	2		
1082-Writing and Editing	1		
1084-Visual Information	1		
1101-General Business and Industry	3		2
110-Economist	28	3	4
1301-General Physical Science	11	5	3
132-Intelligence	2		1
1811-Criminal Investigating	1		
2210-Information Technology Management	5		1
260-Equal Employment Opportunity	11	3	2
28-Environmental Protection Specialist	42	7	11
301-Miscellaneous Administration and Program	67	19	16
303-Miscellaneous Clerk and Assistant	5	2	
308-Records Management	1		1
326-Office Automation Clerical and Assistance	3	1	
340-Program Management	16	2	5
343-Management and Program Analysis	83	19	26
401-General Natural Resources Management and Biological Sciences	5	2	1
415-Toxicology	1	1	
560-Budget Analysis	1	1	
601-General Health Science	4		
819-Environmental Engineering	4		2

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
1															
1															
3															
2															
1															
1															
1															
1															
1															
1															
1															
1															
1															
302															
13															
1															
12															
1															
2															
1															
1															
3															
28															
11															
2															
1															
5															
10															
40															
56															
5															
1															
3															
9															
79															
5															
1															
1															
2															
3															

905-General Attorney	8	1	1
#N/A	2	1	
Grand Total	344	75	80

5															
1															
311															

OEI	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
ATLANTA, GEORGIA	1			1
2210-Information Technology Management	1			1
BOSTON, MASSACHUSETTS	1			1
2210-Information Technology Management	1			1
CINCINNATI, OHIO	1	1		1
343-Management and Program Analysis	1	1		1
DENVER, COLORADO	1		1	1
2210-Information Technology Management	1		1	1
DURHAM, NORTH CAROLINA	63	16	14	57
1101-General Business and Industry	1			1
1301-General Physical Science	1	1		1
2210-Information Technology Management	47	10	11	41
301-Miscellaneous Administration and Program	2			2
340-Program Management	1	1		1
343-Management and Program Analysis	8	2	3	8
501-Financial Administration and Program	1	1		1
510-Accounting	1	1		1
#N/A	1			1
LAS VEGAS, NEVADA	1	1		1
2210-Information Technology Management	1	1		1
NEW YORK, NEW YORK	1			1
2210-Information Technology Management	1			1
PHILADELPHIA, PENNSYLVANIA	1			
2210-Information Technology Management	1			
SEATTLE, WASHINGTON	2			2
2210-Information Technology Management	2			2
WASHINGTON, DC	270	53	66	247
1035-Public Affairs	1			
1101-General Business and Industry	3			3
1301-General Physical Science	1	1		1
1529-Mathematical Statistics	1	1		1
2210-Information Technology Management	92	17	15	82
28-Environmental Protection Specialist	14	3	2	14
301-Miscellaneous Administration and Program	20	2	5	18
306-Government Information Specialist	7	4	2	7
308-Records Management	4	1	1	4
318-Secretary	2		1	1
335-Computer Clerk and Assistant	1			
340-Program Management	5	2	1	5
341-Administrative Officer	1			1
343-Management and Program Analysis	104	20	35	98
399-Administration and Office Support Student Trainee	1			1

[illegible]

501-Financial Administration and Program	1	1		1
510-Accounting	3	1	1	3
560-Budget Analysis	6		3	6
905-General Attorney	1			1
#N/A	2			
Grand Total	342	71	81	312

OGC	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
CINCINNATI, OHIO	2		1	2
905-General Attorney	2		1	2
DURHAM, NORTH CAROLINA	2	2		2
905-General Attorney	2	2		2
SAN DIEGO, CALIFORNIA	1		1	1
905-General Attorney	1		1	1
WASHINGTON, DC	223	35	49	178
1222-Patent Attorney	1		1	1
1860-Equal Opportunity Investigation	1	1		1
2210-Information Technology Management	4		1	4
28-Environmental Protection Specialist	3	1		2
301-Miscellaneous Administration and Program	13	4	3	13
306-Government Information Specialist	1			1
340-Program Management	2	1	1	2
341-Administrative Officer	1			1
343-Management and Program Analysis	8	1		7
344-Management and Program Clerical and Assistance	9	1	2	4
360-Equal Opportunity Compliance	2	1	1	2
560-Budget Analysis	1			1
905-General Attorney	173	25	37	136
950-Paralegal Specialist	2		1	1
#N/A	2		2	2
Grand Total	228	37	51	183

[illegible]

OLEM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ARLINGTON,VIRGINIA	269	65	71
1035-Public Affairs	4		
110-Economist	9		1
1301-General Physical Science	35	11	7
1320-Chemistry	5	1	2
1350-Geology	2	1	
2210-Information Technology Management	13	1	3
28-Environmental Protection Specialist	74	19	25
301-Miscellaneous Administration and Program	3	2	1
303-Miscellaneous Clerk and Assistant	2	2	
318-Secretary	1		
340-Program Management	9	3	5
343-Management and Program Analysis	64	17	16
344-Management and Program Clerical and Assistance	2		1
401-General Natural Resources Management and Biological Sciences	7		
415-Toxicology	1		
601-General Health Science	5	1	1
819-Environmental Engineering	22	4	6
881-Petroleum Engineering	1	1	
893-Chemical Engineering	10	2	3
ATHENS,GEORGIA	1	1	
1301-General Physical Science	1	1	
BOSTON,MASSACHUSETTS	3	1	
28-Environmental Protection Specialist	2	1	
819-Environmental Engineering	1		
CINCINNATI,OHIO	7	3	2
1301-General Physical Science	2	1	
1306-Health Physics	2	1	1
28-Environmental Protection Specialist	1		1
401-General Natural Resources Management and Biological Sciences	1	1	
819-Environmental Engineering	1		
DENVER,COLORADO	1		
819-Environmental Engineering	1		
DURHAM,NORTH CAROLINA	4	1	
1320-Chemistry	1	1	
343-Management and Program Analysis	1		
830-Mechanical Engineering	1		
893-Chemical Engineering	1		
EDISON,NEW JERSEY	20	7	2
1301-General Physical Science	12	4	1
1320-Chemistry	4	2	
343-Management and Program Analysis	2	1	

		# of Targeted Positions													
		by Grade													
VSIP		1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
234															
4															
3															
32															
4															
2															
12															
71															
3															
2															
1															
8															
59															
2															
1															
4															
18															
1															
7															
1															
1															
3															
2															
1															
7															
2															
2															
1															
1															
1															
1															
1															
4															
1															
1															
1															
1															
17															
10															
3															
2															

401-General Natural Resources Management and Biological Sciences	1		1
819-Environmental Engineering	1		
ERLANGER,KENTUCKY	1		
343-Management and Program Analysis	1		
KANSAS CITY,KANSAS	1		
1320-Chemistry	1		
LAS VEGAS,NEVADA	11	2	2
1301-General Physical Science	7	1	1
1320-Chemistry	1		
343-Management and Program Analysis	1	1	
690-Industrial Hygiene	1		
819-Environmental Engineering	1		1
LENEXA,KANSAS	2	1	1
1301-General Physical Science	1		1
801-General Engineering	1	1	
NORFOLK,VIRGINIA	1		
1301-General Physical Science	1		
WASHINGTON,DC	173	32	56
1035-Public Affairs	1		
110-Economist	1		
1301-General Physical Science	13	1	3
1320-Chemistry	1	1	
2210-Information Technology Management	4		4
28-Environmental Protection Specialist	46	3	15
301-Miscellaneous Administration and Program	6	2	3
318-Secretary	2		1
340-Program Management	4		2
343-Management and Program Analysis	76	20	23
401-General Natural Resources Management and Biological Sciences	3		
415-Toxicology	2		1
560-Budget Analysis	1	1	
601-General Health Science	1		1
819-Environmental Engineering	3	1	1
893-Chemical Engineering	6	1	1
#N/A	3	2	1
Grand Total	494	113	134

1															
1															
1															
1															
1															
1															
9															
5															
1															
1															
1															
1															
2															
1															
1															
1															
1															
170															
1															
13															
1															
4															
46															
6															
2															
4															
75															
2															
2															
1															
1															
3															
6															
3															
451															

ORD	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ADA, OKLAHOMA	44	12	9
1102-Contracting	2		2
1301-General Physical Science	14	3	1
1311-Physical Science Technician	2		
1315-Hydrology	7	2	3
1316-Hydrologic Technician	2		
1320-Chemistry	1		
1350-Geology	1		
301-Miscellaneous Administration and Program	2	1	
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	3	2	1
408-Ecology	3	1	1
470-Soil Science	2	1	
819-Environmental Engineering	2	1	
893-Chemical Engineering	1		1
899-Engineering and Architecture Student Trainee	1		
ANN ARBOR, MICHIGAN	1		1
1301-General Physical Science	1		1
ARLINGTON, VIRGINIA	104	26	14
1035-Public Affairs	1		
110-Economist	1	1	
1301-General Physical Science	21	5	3
1315-Hydrology	1	1	
150-Geography	1		
1529-Mathematical Statistics	5	1	1
1530-Statistics	5	2	
2210-Information Technology Management	1		
28-Environmental Protection Specialist	2	1	
301-Miscellaneous Administration and Program	9	3	2
340-Program Management	3	2	1
341-Administrative Officer	2	1	1
343-Management and Program Analysis	12	4	4
401-General Natural Resources Management and Biological Sciences	16	2	
408-Ecology	5		1
415-Toxicology	7	2	
601-General Health Science	9	1	
819-Environmental Engineering	3		1
ATHENS, GEORGIA	38	12	2
1301-General Physical Science	3	2	1
1315-Hydrology	1		
1320-Chemistry	11	4	
1550-Computer Science	2	1	

	# of Targeted Positions													
	by Grade													
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
42														
2														
13														
2														
7														
2														
1														
1														
2														
1														
3														
3														
2														
2														
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97														
1														
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21														
1														
1														
5														
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2														
9														
3														
2														
10														
14														
5														
7														
6														
3														
37														
3														
1														
11														
2														

1640-Facility Operations Services	1	1	
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		
340-Program Management	1		
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	4	2	
403-Microbiology	1		1
408-Ecology	3	1	
415-Toxicology	1		
560-Budget Analysis	1		
819-Environmental Engineering	4	1	
854-Computer Engineering	1		
ATLANTA,GEORGIA	2		2
301-Miscellaneous Administration and Program	1		1
819-Environmental Engineering	1		1
BOSTON,MASSACHUSETTS	4	1	
1301-General Physical Science	1		
28-Environmental Protection Specialist	1	1	
401-General Natural Resources Management and Biological Sciences	1		
819-Environmental Engineering	1		
CHAPEL HILL,NORTH CAROLI	33	12	3
1301-General Physical Science	2	1	
1320-Chemistry	1		1
1530-Statistics	1		
2210-Information Technology Management	1	1	
318-Secretary	1	1	
341-Administrative Officer	1		
401-General Natural Resources Management and Biological Sciences	11	3	2
403-Microbiology	1	1	
404-Biological Science Technician	1	1	
601-General Health Science	9	2	
602-Medical Officer	2	2	
610-Nurse	2		
CHICAGO,ILLINOIS	1		1
1301-General Physical Science	1		1
CINCINNATI,OHIO	313	83	56
1035-Public Affairs	4		2
110-Economist	4	1	
1301-General Physical Science	38	10	6
1306-Health Physics	2		1
1311-Physical Science Technician	5	2	1
1315-Hydrology	2		
1320-Chemistry	23	2	3
1515-Operations Research	1		
1529-Mathematical Statistics	2	2	
1530-Statistics	2	2	
18-Safety and Occupational Health Management	1		

1														
1														
1														
2														
4														
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3														
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9														
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1														
7														
2														
2														
1														
1														
294														
4														
4														
36														
2														
5														
2														
23														
1														
2														
2														
1														

2210-Information Technology Management	4	4	
28-Environmental Protection Specialist	4		
301-Miscellaneous Administration and Program	7	2	3
308-Records Management	1		
318-Secretary	4	2	1
340-Program Management	2		2
341-Administrative Officer	3	1	
343-Management and Program Analysis	24	6	9
401-General Natural Resources Management and Biological Sciences	51	13	3
403-Microbiology	23	7	2
404-Biological Science Technician	5	1	
408-Ecology	10	2	
415-Toxicology	8	2	1
440-Genetics	1		
470-Soil Science	2		1
499-Biological Science Student Trainee	1		
560-Budget Analysis	6	4	
601-General Health Science	5	3	1
690-Industrial Hygiene	2		
801-General Engineering	4		2
802-Engineering Technical	5		1
80-Security Administration	1	1	
819-Environmental Engineering	34	12	6
830-Mechanical Engineering	3	2	1
854-Computer Engineering	1		1
893-Chemical Engineering	17	2	9
899-Engineering and Architecture Student Trainee	1		
CORVALLIS, OREGON	46	19	2
110-Economist	1		
1301-General Physical Science	3	3	
1320-Chemistry	1	1	
1530-Statistics	3	2	
1550-Computer Science	1		
1640-Facility Operations Services	1		
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		
28-Environmental Protection Specialist	1	1	
301-Miscellaneous Administration and Program	2	1	
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	10	3	
408-Ecology	13	7	1
435-Plant Physiology	2		1
470-Soil Science	1		
482-Fish Biology	1		
499-Biological Science Student Trainee	1		
501-Financial Administration and Program	1	1	
DALLAS, TEXAS	1		

1301-General Physical Science	1		
DENVER, COLORADO	5	1	
1301-General Physical Science	1		
301-Miscellaneous Administration and Program	1		
343-Management and Program Analysis	2		
601-General Health Science	1	1	
DULUTH, MINNESOTA	58	17	21
1301-General Physical Science	2	1	
1320-Chemistry	13	5	5
1640-Facility Operations Services	1		1
2210-Information Technology Management	1		
341-Administrative Officer	1		
343-Management and Program Analysis	2		1
401-General Natural Resources Management and Biological Sciences	23	5	11
404-Biological Science Technician	1	1	
408-Ecology	7	3	1
415-Toxicology	6	2	1
690-Industrial Hygiene	1		1
DURHAM, NORTH CAROLINA	530	138	110
101-Social Science	1		
1035-Public Affairs	4	1	1
1101-General Business and Industry	1		
1102-Contracting	1		
1301-General Physical Science	130	24	19
1306-Health Physics	3	1	
1311-Physical Science Technician	1		
1315-Hydrology	1		
1320-Chemistry	28	8	7
1350-Geology	1	1	
1399-Physical Science Student Trainee	1		
1412-Technical Information Services	2		
150-Geography	1		
1529-Mathematical Statistics	4	3	
1530-Statistics	3		1
1550-Computer Science	4		1
1640-Facility Operations Services	1	1	
180-Psychology	2		
184-Sociology	1		
2210-Information Technology Management	14	5	2
28-Environmental Protection Specialist	6	1	1
301-Miscellaneous Administration and Program	12	3	2
303-Miscellaneous Clerk and Assistant	1	1	
318-Secretary	1	1	
340-Program Management	6	2	3
341-Administrative Officer	8	4	2
343-Management and Program Analysis	55	8	27
399-Administration and Office Support Student Trainee	1		

401-General Natural Resources Management and Biological Sciences	117	34	33
403-Microbiology	3	1	
404-Biological Science Technician	1	1	
408-Ecology	7	2	1
413-Physiology	2	1	
415-Toxicology	30	9	3
560-Budget Analysis	13	2	
601-General Health Science	16	2	
602-Medical Officer	1	1	
690-Industrial Hygiene	2		
801-General Engineering	4	1	2
802-Engineering Technical	10	5	
819-Environmental Engineering	22	9	4
830-Mechanical Engineering	2	1	
856-Electronics Technical	1	1	
858-Bioengineering and Biomedical Engineering	1		1
893-Chemical Engineering	3	3	
#N/A	1	1	
EDISON, NEW JERSEY	8	5	2
1301-General Physical Science	1	1	
28-Environmental Protection Specialist	1	1	
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	1	1	
601-General Health Science	1	1	
819-Environmental Engineering	2		1
893-Chemical Engineering	1	1	
GROSSE ILE, MICHIGAN	2		
819-Environmental Engineering	2		
GULF BREEZE, FLORIDA	58	12	13
101-Social Science	1		
1102-Contracting	2	1	
1301-General Physical Science	1		
1320-Chemistry	2	1	1
150-Geography	1		
1601-Equipment, Facilities, and Services	1		1
1640-Facility Operations Services	1		1
2001-General Supply	1		1
2210-Information Technology Management	2		1
301-Miscellaneous Administration and Program	1		1
341-Administrative Officer	1		
343-Management and Program Analysis	2	1	1
401-General Natural Resources Management and Biological Sciences	23	5	3
403-Microbiology	5	2	2
404-Biological Science Technician	1		1
408-Ecology	10	2	
415-Toxicology	1		
560-Budget Analysis	1		

690-Industrial Hygiene	1		
GULF,FLORIDA	1	1	
401-General Natural Resources Management and Biological Sciences	1	1	
HAMPTON,VIRGINIA	1		1
819-Environmental Engineering	1		1
LAKEWOOD,COLORADO	1		
343-Management and Program Analysis	1		
LAS VEGAS,NEVADA	41	15	12
1102-Contracting	1		
1301-General Physical Science	13	6	3
1311-Physical Science Technician	1		
1320-Chemistry	7	2	2
1530-Statistics	1	1	
1550-Computer Science	1		1
1640-Facility Operations Services	1		
2210-Information Technology Management	2	1	
28-Environmental Protection Specialist	1		1
301-Miscellaneous Administration and Program	3	1	2
343-Management and Program Analysis	4	2	2
401-General Natural Resources Management and Biological Sciences	1	1	
408-Ecology	3	1	1
560-Budget Analysis	1		
690-Industrial Hygiene	1		
LENEXA,KANSAS	1		
1301-General Physical Science	1		
LOS ANGELES,CALIFORNIA	3		2
1301-General Physical Science	1		
1315-Hydrology	1		1
819-Environmental Engineering	1		1
NARRAGANSETT,RHODE ISLAN	66	27	17
1087-Editorial Assistance	1	1	
1102-Contracting	1	1	
110-Economist	2		
1301-General Physical Science	15	7	8
1311-Physical Science Technician	2		
1320-Chemistry	3	3	
1360-Oceanography	2	2	
1550-Computer Science	1	1	
1640-Facility Operations Services	2		1
2210-Information Technology Management	1	1	
301-Miscellaneous Administration and Program	1		
341-Administrative Officer	1		1
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	19	8	5
404-Biological Science Technician	1		
408-Ecology	10	2	2
560-Budget Analysis	1	1	

690-Industrial Hygiene	1		
NEW YORK, NEW YORK	1		
1301-General Physical Science	1		
NEWPORT, OREGON	10	4	
1301-General Physical Science	1		
1360-Oceanography	1		
150-Geography	1	1	
401-General Natural Resources Management and Biological Sciences	4	2	
408-Ecology	2		
482-Fish Biology	1	1	
NORWOOD, OHIO	1		
301-Miscellaneous Administration and Program	1		
OAKLAND, CALIFORNIA	1		
#N/A	1		
PHILADELPHIA, PENNSYLVANIA	1		
819-Environmental Engineering	1		
SAN FRANCISCO, CALIFORNIA	1		1
819-Environmental Engineering	1		1
SEATTLE, WASHINGTON	3		1
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	1		1
415-Toxicology	1		
SILVER SPRING, MARYLAND	1		
414-Entomology	1		
ST PAUL, MINNESOTA	1		
1301-General Physical Science	1		
ST PETERSBURG, FLORIDA	1		
408-Ecology	1		
WASHINGTON, DC	196	32	53
1035-Public Affairs	2		
1082-Writing and Editing	1		1
1101-General Business and Industry	2		1
1301-General Physical Science	31	4	11
1399-Physical Science Student Trainee	1		
190-General Anthropology	1		
2210-Information Technology Management	8		5
28-Environmental Protection Specialist	4	1	
301-Miscellaneous Administration and Program	18	4	6
318-Secretary	1	1	
340-Program Management	3	1	2
341-Administrative Officer	2		
343-Management and Program Analysis	56	6	13
344-Management and Program Clerical and Assistance	1		
399-Administration and Office Support Student Trainee	7		
401-General Natural Resources Management and Biological Sciences	28	9	4
403-Microbiology	1		
408-Ecology	1		

415-Toxicology	1		
501-Financial Administration and Program	2		1
560-Budget Analysis	12	1	6
601-General Health Science	3		1
602-Medical Officer	1		
801-General Engineering	1	1	
819-Environmental Engineering	6	3	1
#N/A	2	1	1
WILMINGTON, NORTH CAROLIN	1		1
2210-Information Technology Management	1		1
Grand Total	1580	417	324

1														
2														
12														
3														
1														
5														
2														
1														
1														
1463														

OCSP	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANN ARBOR, MICHIGAN	1		
401-General Natural Resources Management and Biological Sciences	1		
ARLINGTON, VIRGINIA	588	113	133
1001-General Arts and Information	1	1	
110-Economist	12	3	1
1301-General Physical Science	21	3	4
1320-Chemistry	62	17	12
150-Geography	1		
1529-Mathematical Statistics	1		
1530-Statistics	3		2
2210-Information Technology Management	20	3	8
28-Environmental Protection Specialist	142	25	33
301-Miscellaneous Administration and Program	20	3	7
303-Miscellaneous Clerk and Assistant	2	1	
306-Government Information Specialist	8	1	1
326-Office Automation Clerical and Assistance	1		1
340-Program Management	8	2	4
343-Management and Program Analysis	42	12	21
399-Administration and Office Support Student Trainee	1		
401-General Natural Resources Management and Biological Sciences	156	26	32
403-Microbiology	5	2	1
405-Pharmacology	2		
408-Ecology	3		
414-Entomology	7		
415-Toxicology	19	5	
430-Botany	1	1	
434-Plant Pathology	3	2	
440-Genetics	1	1	
471-Agronomy	2	1	1
482-Fish Biology	1		
486-Wildlife Biology	4		2
499-Biological Science Student Trainee	2		
560-Budget Analysis	1		
601-General Health Science	5	1	
690-Industrial Hygiene	5		2
701-Veterinary Medical Science	1		
819-Environmental Engineering	8	3	1
905-General Attorney	1		
99-General Student Trainee	15		
#N/A	1		
ATHENS, GEORGIA	2		1
28-Environmental Protection Specialist	1		1

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
527															
1															
10															
17															
55															
1															
1															
3															
19															
130															
20															
2															
8															
1															
8															
42															
1															
142															
5															
2															
3															
5															
15															
1															
3															
1															
2															
1															
4															
2															
1															
3															
5															
1															
8															
3															
1															
2															
1															

401-General Natural Resources Management and Biological Sciences	1		
CANADA	1		
408-Ecology	1		
CHICAGO, ILLINOIS	1	1	
28-Environmental Protection Specialist	1	1	
DALLAS, TEXAS	4	1	
28-Environmental Protection Specialist	4	1	
DRAKESVILLE, IOWA	1		1
1320-Chemistry	1		1
DURHAM, NORTH CAROLINA	2		
1320-Chemistry	1		
560-Budget Analysis	1		
FORT MEADE, MARYLAND	18	5	4
1320-Chemistry	8	2	1
28-Environmental Protection Specialist	2	1	1
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	2		1
403-Microbiology	5	1	1
GAINESVILLE, FLORIDA	1		1
28-Environmental Protection Specialist	1		1
GULF BREEZE, FLORIDA	1		
1529-Mathematical Statistics	1		
NEW YORK, NEW YORK	1		
1320-Chemistry	1		
SAN FRANCISCO, CALIFORNIA	2	1	
28-Environmental Protection Specialist	1		
401-General Natural Resources Management and Biological Sciences	1	1	
SANTURCE, PUERTO RICO	1		1
1320-Chemistry	1		1
WASHINGTON, DC	370	82	84
1035-Public Affairs	2		1
1082-Writing and Editing	2	2	
110-Economist	9		2
1301-General Physical Science	18	4	
1320-Chemistry	22	6	5
1412-Technical Information Services	1	1	
1530-Statistics	1	1	
2210-Information Technology Management	18	5	2
28-Environmental Protection Specialist	114	24	22
301-Miscellaneous Administration and Program	26	9	10
303-Miscellaneous Clerk and Assistant	1	1	
306-Government Information Specialist	1		1
318-Secretary	1	1	
340-Program Management	9	1	8
341-Administrative Officer	2	1	
343-Management and Program Analysis	43	8	15
401-General Natural Resources Management and Biological Sciences	38	4	3

1															
1															
1															
1															
1															
4															
4															
1															
1															
2															
1															
1															
17															
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314															
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14															
18															
1															
1															
15															
99															
26															
1															
1															
1															
9															
2															
42															
21															

403-Microbiology	3	3	
408-Ecology	1	1	
415-Toxicology	20	3	1
482-Fish Biology	1		
501-Financial Administration and Program	1		1
560-Budget Analysis	2		2
601-General Health Science	2		1
690-Industrial Hygiene	2	1	
819-Environmental Engineering	4		2
893-Chemical Engineering	14	3	5
905-General Attorney	9	1	3
#N/A	3	2	
Grand Total	994	203	225

3															
1															
17															
1															
1															
2															
1															
2															
4															
12															
6															
3															
876															

Note: Max number of offers per series for all locations are listed under Washington DC

Office of Water		Total Non-Term Employees
ARLINGTON,VIRGINIA- OST		1
28-Environmental Protection Specialist		1
CINCINNATI,OHIO - OGWDW		31
1301-General Physical Science		3
28-Environmental Protection Specialist		4
318-Secretary		1
343-Management and Program Analysis		1
401-General Natural Resources Management and Biological Sciences		1
819-Environmental Engineering		8
1350-Geology		
601-General Health Science		
1320-Chemistry		
MONTCLAIR,NEW JERSEY - OGWDW		1
28-Environmental Protection Specialist		1
WASHINGTON,DC		547
28-Environmental Protection Specialist		167
OAA		
OGWDW		
OST		
OWM		
OWOW		
301-Miscellaneous Administration and Program		22
OAA		
OGWDW		
OST		
OWM		
OWOW		
303-Miscellaneous Clerk and Assistant - OWOW		1
340-Program Management		16
341-Administrative Officer - OGWDW		1
343-Management and Program Analysis		78
OAA		
OGWDW		
OST		
OWM		
OWOW		
344-Management and Program Clerical and Assistance- OWOW		1
401-General Natural Resources Management and Biological Sciences		39
OGWDW		
OST		
OWM		

			# of Targeted Positions											
			by Grade											
Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	
		1												
		1					1					1		
2	4	30												
		3					2	1				3		
1	1	4					1	2				3		
		1			1							1		
		1					1					1		
		1						1				1		
	1	8					6		1			7		
							1					1		
							1					1		
							4	3				7		
		1												
		1						1				1		
101	90	470												
27	33	164										126	10	
							2	3	2					
							8	14	6					
							1	11	4					
							12	14	6					
							17	16	10					
9	3	21										17		
						2	2	1	3					
						1	3							
					1		1							
							1	1						
								1						
1		1			1							1		
7	5	16												
	1							1				1		
21	24	74										59		
							4	5	4					
							7	2	2					
							4	1	2					
							6	7	3					
							5	4	3					
1		1			1							1		
4	3	24										18		
							2							
							6	3	2					
							1							

[illegible]

403-Microbiology	OWOW	6
	OGWDW	
	OST	
408-Ecology (OWOW)		8
415-Toxicology (OST)		3
801-General Engineering		1
819-Environmental Engineering		44
	OGWDW	
	OST	
	OWM	
	OWOW	
893-Chemical Engineering		5
	OST	
	OWM	
1301-General Physical Science		73
	OGWDW	
	OST	
	OWM	
	OWOW	
1315-Hydrology (OGWDW)		1
1320-Chemistry		4
	OGWDW	
	OST	
	OWOW	
1350-Geology (OGWDW)		2
1515-Operations Research (OST)		1
1529-Mathematical Statistics (OGWDW)		2
2210-Information Technology Management		28
	OAA	
	OGWDW	
	OST	
	OWM	
	OWOW	
110-Economist		10
	OAA	
	OGWDW	
	OST	
1160-Financial Analysis		12
560-Budget Analysis		3
	OST	
	OWOW	
601-General Health Science		3
	OGWDW	
	OST	
1109-Grants Management (OGWDW)		1
905-General Attorney		8

1	1	6					4						2
												8	
							2						
							3	3					
1		1						1				1	
1		1						1				1	
1		1					1						
1		1											
3		6	34				1					1	
												28	
							4	4	5				
							3	2	2				
							5	2					
							1						
1		1	5									5	
							1	2					
								1	1				
9		4	51									50	
							7	8					
							12	4					
							5	1	2				
							7	1	3				
1		1	1				1					1	
1		1	3									3	
							1						
								1					
								1					
1		2	2					1	1			2	
1		1	1						1			1	
1		1	1					1				1	
6		3	25									22	2
							1	4					
							4	3	1				
								1					
							1						
							3	3	1				
1		1	9									9	
							1	1					
							1	1					
							3	1	1				
		6											
		3										3	
							1	1					
							1						
1		1	2									2	
								1					
									1				
1		1	1					1				1	
2			8										

301- Scientific & Senior Level Positions	OAA	5
	OGWDW	
	OST	
	OWOW	
Grand Total		580

4		1										2	1
										2			
103	94	502			4	3	172	143	67		2	391	30

		1 supervisory

Region 1	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
BOSTON, MASSACHUSETTS	511	120	185
1035-Public Affairs	11	1	5
1101-General Business and Industry	2		
1102-Contracting	7		
1109-Grants Management	8	4	2
1160-Financial Analysis	2		1
1301-General Physical Science	72	18	22
1306-Health Physics	1		
1315-Hydrology	2		1
1350-Geology	1	1	
1399-Physical Science Student Trainee	1		
1810-General Investigating	1	1	
18-Safety and Occupational Health Management	2		
201-Human Resources Management	5	2	2
2210-Information Technology Management	19	4	6
260-Equal Employment Opportunity	1		
28-Environmental Protection Specialist	85	22	39
29-Environmental Protection Assistant	8	2	5
301-Miscellaneous Administration and Program	9	2	3
303-Miscellaneous Clerk and Assistant	2	1	
304-Information Receptionist	1	1	
306-Government Information Specialist	1		1
318-Secretary	4	1	1
326-Office Automation Clerical and Assistance	2	1	
340-Program Management	8	3	5
342-Support Services Administration	3	1	
343-Management and Program Analysis	13	3	5
344-Management and Program Clerical and Assistance	1		1
399-Administration and Office Support Student Trainee	1		
401-General Natural Resources Management and Biological Sciences	29	4	6
499-Biological Science Student Trainee	9		
501-Financial Administration and Program	9		3
510-Accounting	3		1
525-Accounting Technician	1		1
560-Budget Analysis	4	2	2
80-Security Administration	1		
819-Environmental Engineering	121	29	56
899-Engineering and Architecture Student Trainee	2		
905-General Attorney	54	17	17
950-Paralegal Specialist	3		
99-General Student Trainee	2		
CHELMSFORD, MASSACHUSETTS	4		

		# of Targeted Positions													
		by Grade													
VSIP		1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
473															
11															
2															
5															
7															
2															
70															
1															
2															
1															
1															
1															
5															
19															
1															
84															
8															
9															
2															
1															
1															
4															
2															
8															
3															
13															
1															
18															
2															
8															
3															
1															
4															
1															
116															
53															
3															
2															

1301-General Physical Science	2		
819-Environmental Engineering	2		
LEXINGTON, MASSACHUSETTS	1		1
819-Environmental Engineering	1		1
NORTH CHELMSFORD, MASSACH	51	17	15
1301-General Physical Science	11	6	1
1320-Chemistry	16	5	6
1399-Physical Science Student Trainee	1		
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	2		2
318-Secretary	1	1	
340-Program Management	1	1	
342-Support Services Administration	2		
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	5	3	
819-Environmental Engineering	8	1	4
899-Engineering and Architecture Student Trainee	1		
Grand Total	567	137	201

1															
1															
1															
1															
45															
10															
14															
1															
1															
2															
1															
1															
2															
1															
5															
7															
521															

Region 2	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ALBANY, NEW YORK	5	1	
1035-Public Affairs	1		
1301-General Physical Science	2	1	
819-Environmental Engineering	2		
BUFFALO, NEW YORK	1		
1301-General Physical Science	1		
EDISON, NEW JERSEY	143	34	45
1301-General Physical Science	66	15	29
1320-Chemistry	19	6	3
1350-Geology	1		1
28-Environmental Protection Specialist	4	1	
303-Miscellaneous Clerk and Assistant	2	2	
318-Secretary	4		2
401-General Natural Resources Management and Biological Sciences	20	3	3
403-Microbiology	4		
690-Industrial Hygiene	1		
801-General Engineering	2	1	
819-Environmental Engineering	19	6	6
830-Mechanical Engineering	1		1
GUAYNABO, PUERTO RICO	19	2	3
1035-Public Affairs	1		
1301-General Physical Science	6	1	
318-Secretary	2		2
819-Environmental Engineering	7	1	1
905-General Attorney	2		
#N/A	1		
NEW YORK, NEW YORK	582	159	181
1035-Public Affairs	14	3	4
1102-Contracting	9	4	2
1109-Grants Management	11	2	3
1160-Financial Analysis	1	1	
1301-General Physical Science	107	20	41
1306-Health Physics	2	1	
1315-Hydrology	4	3	
1320-Chemistry	1	1	
1350-Geology	15	9	2
1550-Computer Science	2		
1810-General Investigating	1		
201-Human Resources Management	7	2	2
2210-Information Technology Management	12	3	2
260-Equal Employment Opportunity	1		1
28-Environmental Protection Specialist	41	9	11

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
4															
1															
2															
1															
130															
63															
16															
1															
4															
2															
4															
14															
4															
1															
2															
18															
1															
16															
1															
6															
2															
6															
1															
542															
13															
9															
11															
1															
97															
2															
4															
1															
14															
2															
7															
12															
1															
41															

301-Miscellaneous Administration and Program	4	3	
303-Miscellaneous Clerk and Assistant	12	2	8
306-Government Information Specialist	3		2
308-Records Management	2		1
318-Secretary	26	3	14
326-Office Automation Clerical and Assistance	1	1	
340-Program Management	8	3	2
341-Administrative Officer	1	1	
342-Support Services Administration	1		
343-Management and Program Analysis	8	2	1
401-General Natural Resources Management and Biological Sciences	33	6	2
415-Toxicology	1	1	
501-Financial Administration and Program	4		1
505-Financial Management	1		
510-Accounting	9		5
525-Accounting Technician	3		2
560-Budget Analysis	5		4
801-General Engineering	1	1	
808-Architecture	1		
819-Environmental Engineering	147	45	51
901-General Legal and Kindred Administration	1		
905-General Attorney	76	30	17
950-Paralegal Specialist	5	3	2
963-Legal Instruments Examining	1		1
NEW YORK, NEW YORK	2		1
1035-Public Affairs	1		1
401-General Natural Resources Management and Biological Sciences	1		
NIAGARA FALLS, NEW YORK	1	1	
1035-Public Affairs	1	1	
SAN JUAN, PUERTO RICO	3	1	
510-Accounting	1		
819-Environmental Engineering	1	1	
905-General Attorney	1		
SANTURCE, PUERTO RICO	24	6	6
1301-General Physical Science	6	1	1
1350-Geology	1		
318-Secretary	1	1	
401-General Natural Resources Management and Biological Sciences	1		1
819-Environmental Engineering	14	4	4
905-General Attorney	1		
ST THOMAS, VIRGIN ISLANDS	2		1
401-General Natural Resources Management and Biological Sciences	1		
819-Environmental Engineering	1		1
STAMFORD, CONNECTICUT	1	1	
1301-General Physical Science	1	1	
VIEQUES, VIEQUES, PUERTO RICO	1		1
819-Environmental Engineering	1		1

4																			
12																			
2																			
1																			
26																			
1																			
7																			
1																			
8																			
23																			
1																			
4																			
1																			
9																			
3																			
5																			
1																			
1																			
139																			
1																			
71																			
5																			
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1																			
1																			
14																			
1																			
2																			
1																			
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1																			
1																			
1																			

Grand Total	784	205	238
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726															
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Region 3	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANNAPOLIS JUNC, MARYLAND	1		
28-Environmental Protection Specialist	1		
ANNAPOLIS, MARYLAND	21	6	6
1035-Public Affairs	1		
1301-General Physical Science	5	1	3
28-Environmental Protection Specialist	9	1	3
318-Secretary	1	1	
340-Program Management	2	2	
341-Administrative Officer	1		
343-Management and Program Analysis	1	1	
819-Environmental Engineering	1		
BLUEMONT, VIRGINIA	1		
819-Environmental Engineering	1		
CHARLESTON, WEST VIRGINIA	2		
301-Miscellaneous Administration and Program	1		
905-General Attorney	1		
FORT MEADE, MARYLAND	45	11	9
1301-General Physical Science	16	5	4
1320-Chemistry	15	3	3
1399-Physical Science Student Trainee	1		
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		
301-Miscellaneous Administration and Program	2		1
342-Support Services Administration	1		
401-General Natural Resources Management and Biological Sciences	4	1	
819-Environmental Engineering	3	2	
905-General Attorney	1		1
HERNDON, VIRGINIA	1		1
905-General Attorney	1		1
PHILADELPHIA, PENNSYLVANIA	739	180	197
1035-Public Affairs	19	6	3
1101-General Business and Industry	1		
1102-Contracting	12	5	2
1109-Grants Management	11	4	3
1160-Financial Analysis	5	2	
1301-General Physical Science	154	26	28
1306-Health Physics	1		1
1315-Hydrology	1	1	
1340-Meteorology	1		
1350-Geology	5	1	2
1399-Physical Science Student Trainee	4		
1810-General Investigating	4	3	

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
20															
5															
9															
1															
2															
1															
1															
1															
1															
1															
1															
1															
2															
1															
1															
38															
16															
11															
1															
1															
1															
1															
1															
3															
3															
1															
1															
1															
643															
19															
1															
12															
9															
5															
130															
1															
1															
1															
5															
4															

18-Safety and Occupational Health Management	1		
201-Human Resources Management	12	3	1
2210-Information Technology Management	19	7	5
2299-Information Technology Student Trainee	2		
260-Equal Employment Opportunity	1		1
28-Environmental Protection Specialist	89	29	43
299-Human Resources Management Student Trainee	1		
29-Environmental Protection Assistant	1		1
301-Miscellaneous Administration and Program	13	2	6
303-Miscellaneous Clerk and Assistant	9	1	
306-Government Information Specialist	1		1
308-Records Management	1		
318-Secretary	18	3	9
326-Office Automation Clerical and Assistance	2	2	
340-Program Management	10	4	5
342-Support Services Administration	4	1	3
343-Management and Program Analysis	19	4	3
350-Equipment Operator	1	1	
401-General Natural Resources Management and Biological Sciences	75	5	4
408-Ecology	3	1	1
414-Entomology	1		
415-Toxicology	9	3	5
457-Soil Conservation	1	1	
499-Biological Science Student Trainee	4		
501-Financial Administration and Program	6	4	2
505-Financial Management	1	1	
510-Accounting	8	1	4
525-Accounting Technician	1		
560-Budget Analysis	1	1	
819-Environmental Engineering	128	33	35
893-Chemical Engineering	1		1
899-Engineering and Architecture Student Trainee	2		
905-General Attorney	70	23	27
950-Paralegal Specialist	4	1	1
#N/A	2	1	
RICHMOND,VIRGINIA	1		1
1301-General Physical Science	1		1
TITUSVILLE,PENNSYLVANIA	1		1
1301-General Physical Science	1		1
WASHINGTON,DC	1		
28-Environmental Protection Specialist	1		
WHEELING,WEST VIRGINIA	13	2	2
1301-General Physical Science	2	1	
1315-Hydrology	1	1	
28-Environmental Protection Specialist	2		1
401-General Natural Resources Management and Biological Sciences	7		
819-Environmental Engineering	1		1

Grand Total	826	199	217
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722																	
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Region 4	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ATHENS, GEORGIA	85	14	15
1301-General Physical Science	20	4	5
1311-Physical Science Technician	1	1	
1320-Chemistry	20	4	2
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	2		
28-Environmental Protection Specialist	1		
301-Miscellaneous Administration and Program	1	1	
318-Secretary	2		
341-Administrative Officer	1		
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	18	2	4
415-Toxicology	1		
819-Environmental Engineering	15	2	4
ATLANTA, GEORGIA	806	148	275
1001-General Arts and Information	1	1	
1035-Public Affairs	13		4
1071-Audiovisual Production	2		1
1084-Visual Information	1		1
1101-General Business and Industry	2		2
1102-Contracting	9	1	1
1106-Procurement Clerical and Technician	1	1	
1109-Grants Management	10	3	3
1160-Financial Analysis	3	1	
1301-General Physical Science	158	27	61
1315-Hydrology	5	1	
1320-Chemistry	1		
1350-Geology	2	2	
150-Geography	1		
1810-General Investigating	5	1	3
201-Human Resources Management	6	2	2
2210-Information Technology Management	12	2	5
260-Equal Employment Opportunity	2		1
28-Environmental Protection Specialist	58	12	25
29-Environmental Protection Assistant	1		1
301-Miscellaneous Administration and Program	23	4	8
303-Miscellaneous Clerk and Assistant	15	6	2
306-Government Information Specialist	11	3	7
308-Records Management	2		
318-Secretary	11	3	6
326-Office Automation Clerical and Assistance	1		
335-Computer Clerk and Assistant	1		1

		# of Targeted Positions													
		by Grade													
VSIP		1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
71															
15															
1															
17															
1															
1															
1															
1															
1															
2															
16															
1															
14															
730															
1															
10															
2															
1															
2															
9															
1															
9															
3															
147															
3															
1															
2															
5															
6															
12															
2															
52															
1															
20															
14															
9															
1															
10															
1															
1															

340-Program Management	12	4	6
341-Administrative Officer	3		2
342-Support Services Administration	3		
343-Management and Program Analysis	24	2	15
3502-Laboring	1		
401-General Natural Resources Management and Biological Sciences	91	14	15
408-Ecology	2		
415-Toxicology	4		3
499-Biological Science Student Trainee	1		
501-Financial Administration and Program	7	3	4
505-Financial Management	1		1
510-Accounting	2		1
560-Budget Analysis	11	4	3
5703-Motor Vehicle Operating	2		
601-General Health Science	1		1
690-Industrial Hygiene	1		
801-General Engineering	1	1	
80-Security Administration	2		
819-Environmental Engineering	212	39	70
840-Nuclear Engineering	1		1
905-General Attorney	65	10	18
950-Paralegal Specialist	1	1	
986-Legal Assistance	1		1
BAY ST LOUIS, MISSISSIPPI	11	1	3
1301-General Physical Science	2		1
28-Environmental Protection Specialist	1		
340-Program Management	2		2
343-Management and Program Analysis	3	1	
401-General Natural Resources Management and Biological Sciences	2		
819-Environmental Engineering	1		
CHARLOTTE, NORTH CAROLINA	1		
819-Environmental Engineering	1		
CRAWFORDVILLE, FLORIDA	1		
401-General Natural Resources Management and Biological Sciences	1		
DURHAM, NORTH CAROLINA	1	1	
28-Environmental Protection Specialist	1	1	
GULFPORT, MISSISSIPPI	3		
1301-General Physical Science	1		
819-Environmental Engineering	2		
JACKSON, MISSISSIPPI	1		1
819-Environmental Engineering	1		1
JACKSON, TENNESSEE	1		1
819-Environmental Engineering	1		1
JACKSONVILLE, FLORIDA	1		1
1301-General Physical Science	1		1
LOUISVILLE, KENTUCKY	1	1	
819-Environmental Engineering	1	1	

MOBILE,ALABAMA	1		1
401-General Natural Resources Management and Biological Sciences	1		1
WEST PALM BEACH,FLORIDA	1	1	
401-General Natural Resources Management and Biological Sciences	1	1	
Grand Total	914	166	297

1															
1															
1															
1															
823															

Region 5	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
CARTERVILLE, ILLINOIS	1		1
1301-General Physical Science	1		1
CHICAGO HTS, ILLINOIS	1		
401-General Natural Resources Management and Biological Sciences	1		
CHICAGO, ILLINOIS	1036	255	296
1035-Public Affairs	18	5	5
1060-Photography	1		
1082-Writing and Editing	2	1	
1084-Visual Information	2		1
1101-General Business and Industry	2	1	
1102-Contracting	20	2	6
1106-Procurement Clerical and Technician	1		1
1109-Grants Management	12	1	3
1160-Financial Analysis	5	2	
1301-General Physical Science	201	43	50
1306-Health Physics	2	1	1
1315-Hydrology	3		
1320-Chemistry	25	8	1
1340-Meteorology	1		1
1350-Geology	11	5	2
1399-Physical Science Student Trainee	3		
1530-Statistics	1	1	
1702-Education and Training Technician	2	1	1
1750-Instructional Systems	1		
1810-General Investigating	5	3	1
18-Safety and Occupational Health Management	3		
2001-General Supply	2		
201-Human Resources Management	10	3	2
20-Community Planning	4		
2210-Information Technology Management	31	6	5
260-Equal Employment Opportunity	4	1	2
28-Environmental Protection Specialist	160	46	73
301-Miscellaneous Administration and Program	24	5	13
303-Miscellaneous Clerk and Assistant	25	9	9
305-Mail and File	1		
306-Government Information Specialist	12	3	5
308-Records Management	9	1	4
318-Secretary	4		1
326-Office Automation Clerical and Assistance	1		
335-Computer Clerk and Assistant	1	1	
340-Program Management	22	10	6
341-Administrative Officer	5	1	3

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
939															
18															
1															
2															
2															
2															
18															
1															
12															
5															
180															
2															
1															
22															
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9															
1															
2															
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4															
2															
1															
8															
3															
30															
4															
155															
24															
25															
1															
11															
9															
3															
1															
1															
22															
5															

343-Management and Program Analysis	34	13	8
344-Management and Program Clerical and Assistance	3	1	1
399-Administration and Office Support Student Trainee	11	1	
401-General Natural Resources Management and Biological Sciences	42	7	5
403-Microbiology	1		
408-Ecology	3	1	
415-Toxicology	3	2	
471-Agronomy	1		
501-Financial Administration and Program	4	3	1
505-Financial Management	1		1
510-Accounting	15	5	5
560-Budget Analysis	7	1	1
599-Financial Management Student Trainee	2		
601-General Health Science	4	2	1
80-Security Administration	2		2
819-Environmental Engineering	159	23	43
890-Agricultural Engineering	1		
893-Chemical Engineering	1		1
899-Engineering and Architecture Student Trainee	3		
905-General Attorney	94	32	29
950-Paralegal Specialist	3	3	
986-Legal Assistance	1		1
999-Legal Occupations Student Trainee	3		
#N/A	2	1	1
CINCINNATI, OHIO	1		1
1301-General Physical Science	1		1
CLEVELAND, OHIO	1		
28-Environmental Protection Specialist	1		
DETROIT, MICHIGAN	2		1
1301-General Physical Science	1		1
415-Toxicology	1		
ELMHURST, ILLINOIS	1		
1301-General Physical Science	1		
FLINT, MICHIGAN	1		
1035-Public Affairs	1		
GREEN BAY, WISCONSIN	1		
1301-General Physical Science	1		
GROSSE ILE, MICHIGAN	13		3
1301-General Physical Science	9		1
1670-Equipment Services	1		
303-Miscellaneous Clerk and Assistant	1		1
401-General Natural Resources Management and Biological Sciences	2		1
INDIANAPOLIS, INDIANA	2		
1301-General Physical Science	1		
401-General Natural Resources Management and Biological Sciences	1		
MADISON, WISCONSIN	1		1
401-General Natural Resources Management and Biological Sciences	1		1

34																			
3																			
2																			
36																			
1																			
3																			
3																			
1																			
4																			
1																			
15																			
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2																			
4																			
2																			
134																			
1																			
1																			
89																			
3																			
1																			
1																			
2																			
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1																			
2																			
2																			
1																			
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1																			

MINNEAPOLIS, MINNESOTA	1	1	
1301-General Physical Science	1	1	
ST PAUL, MINNESOTA	1		
1301-General Physical Science	1		
TRAVERSE CITY, MICHIGAN	2	1	1
28-Environmental Protection Specialist	1		1
819-Environmental Engineering	1	1	
WESTLAKE, OHIO	17	1	5
1301-General Physical Science	6	1	2
1350-Geology	2		1
301-Miscellaneous Administration and Program	1		1
401-General Natural Resources Management and Biological Sciences	2		
819-Environmental Engineering	6		1
Grand Total	1082	258	309

1															
1															
2															
1															
1															
14															
4															
2															
1															
2															
5															
978															

Region 6	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ADA, OKLAHOMA	1		
28-Environmental Protection Specialist	1		
DALLAS, TEXAS	687	204	158
1001-General Arts and Information	1	1	
1035-Public Affairs	11	3	4
1102-Contracting	7	1	1
1109-Grants Management	10		5
1160-Financial Analysis	1		
1301-General Physical Science	148	44	22
1306-Health Physics	1	1	
1350-Geology	3	1	1
18-Safety and Occupational Health Management	1	1	
201-Human Resources Management	6		1
2210-Information Technology Management	9	2	2
260-Equal Employment Opportunity	2	1	
28-Environmental Protection Specialist	139	49	41
29-Environmental Protection Assistant	1	1	
301-Miscellaneous Administration and Program	19	7	3
306-Government Information Specialist	3	1	2
308-Records Management	1	1	
318-Secretary	14	6	5
326-Office Automation Clerical and Assistance	1		
340-Program Management	8	6	1
341-Administrative Officer	3	2	1
342-Support Services Administration	7	1	3
343-Management and Program Analysis	21	7	3
344-Management and Program Clerical and Assistance	1	1	
391-Telecommunications	2		1
401-General Natural Resources Management and Biological Sciences	49	4	4
415-Toxicology	3	1	1
501-Financial Administration and Program	8	3	2
505-Financial Management	1		
510-Accounting	3	1	1
560-Budget Analysis	1		1
80-Security Administration	1		
819-Environmental Engineering	132	43	39
905-General Attorney	63	13	10
950-Paralegal Specialist	5	2	3
986-Legal Assistance	1		1
EL PASO, TEXAS	6	2	2
1301-General Physical Science	1		
28-Environmental Protection Specialist	1	1	

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
619															
1															
9															
5															
9															
1															
136															
1															
3															
1															
6															
8															
2															
134															
1															
18															
3															
1															
13															
1															
8															
3															
6															
20															
1															
2															
23															
3															
8															
3															
1															
127															
55															
5															
1															
6															
1															
1															

318-Secretary	1	1	
819-Environmental Engineering	3		2
HOUSTON, TEXAS	41	19	6
1035-Public Affairs	1	1	
1301-General Physical Science	8	3	4
1320-Chemistry	19	10	1
1399-Physical Science Student Trainee	2		
28-Environmental Protection Specialist	1		
343-Management and Program Analysis	1	1	
344-Management and Program Clerical and Assistance	1	1	
401-General Natural Resources Management and Biological Sciences	3	1	1
819-Environmental Engineering	4	1	
905-General Attorney	1	1	
NEW ORLEANS, LOUISIANA	1		
1301-General Physical Science	1		
PAWHUSKA, OKLAHOMA	2	2	
819-Environmental Engineering	2	2	
Grand Total	738	227	166

1															
3															
40															
1															
8															
19															
1															
1															
1															
1															
3															
4															
1															
1															
1															
2															
2															
669															

Region 7	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
COLUMBUS,KANSAS	1		
401-General Natural Resources Management and Biological Sciences	1		
DES MOINES,IOWA	1	1	
819-Environmental Engineering	1	1	
FENTON,MISSOURI	3		
1301-General Physical Science	2		
28-Environmental Protection Specialist	1		
KANSAS CITY,KANSAS	53	12	9
1301-General Physical Science	14	3	3
1320-Chemistry	17	4	2
1399-Physical Science Student Trainee	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	4	1	1
318-Secretary	1		
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	7	1	
690-Industrial Hygiene	1	1	
819-Environmental Engineering	6	1	2
KANSAS CITY,MISSOURI	6	1	
1301-General Physical Science	4		
343-Management and Program Analysis	1	1	
819-Environmental Engineering	1		
LENEXA,KANSAS	442	61	101
1035-Public Affairs	11	2	2
1084-Visual Information	2		1
1101-General Business and Industry	2	1	
1102-Contracting	10	1	1
1109-Grants Management	6	3	
1160-Financial Analysis	1		1
1301-General Physical Science	102	10	21
1340-Meteorology	1		
1350-Geology	3		
1410-Librarian	1	1	
2001-General Supply	1		
2005-Supply Clerical and Technician	1	1	
201-Human Resources Management	4		3
20-Community Planning	2		
2210-Information Technology Management	9	2	
260-Equal Employment Opportunity	1		
28-Environmental Protection Specialist	43	5	13
301-Miscellaneous Administration and Program	6	2	
306-Government Information Specialist	3	2	

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
1															
1															
3															
2															
1															
46															
12															
16															
1															
4															
1															
6															
1															
5															
6															
4															
1															
1															
384															
10															
2															
2															
10															
6															
1															
89															
2															
1															
1															
1															
4															
1															
6															
1															
39															
6															
3															

308-Records Management	2		1
318-Secretary	15	1	2
326-Office Automation Clerical and Assistance	1		
340-Program Management	11	2	6
342-Support Services Administration	2		2
343-Management and Program Analysis	29	3	4
399-Administration and Office Support Student Trainee	2		
401-General Natural Resources Management and Biological Sciences	33	2	1
408-Ecology	3		1
415-Toxicology	1		
501-Financial Administration and Program	3		
503-Financial Clerical and Assistance	2		1
505-Financial Management	1		1
510-Accounting	4		1
511-Auditing	1		1
560-Budget Analysis	1		
690-Industrial Hygiene	1		
801-General Engineering	1		1
808-Architecture	1	1	
80-Security Administration	1		
819-Environmental Engineering	63	14	25
840-Nuclear Engineering	2		
899-Engineering and Architecture Student Trainee	2		
905-General Attorney	42	8	10
950-Paralegal Specialist	5		1
99-General Student Trainee	3		
#N/A	1		1
NORWOOD, OHIO	1		1
560-Budget Analysis	1		1
SHALIMAR, FLORIDA	1		
510-Accounting	1		
WEBB CITY, MISSOURI	1		1
1301-General Physical Science	1		1
Grand Total	509	75	112

2															
15															
1															
11															
2															
27															
1															
23															
3															
1															
2															
2															
1															
4															
1															
1															
1															
1															
1															
1															
53															
2															
37															
5															
1															
1															
1															
1															
1															
1															
1															
444															

Region 8	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
BUTTE, MONTANA	1	1	
1301-General Physical Science	1	1	
DENVER, COLORADO	486	92	110
1035-Public Affairs	11	1	1
1101-General Business and Industry	1		
1102-Contracting	6		3
1109-Grants Management	7	1	1
1160-Financial Analysis	2		1
1301-General Physical Science	102	21	19
1320-Chemistry	2	1	
1350-Geology	1		
1530-Statistics	1		1
1640-Facility Operations Services	1		
2005-Supply Clerical and Technician	1		
201-Human Resources Management	3		1
2210-Information Technology Management	11	2	3
260-Equal Employment Opportunity	1		
28-Environmental Protection Specialist	117	20	32
29-Environmental Protection Assistant	1	1	
301-Miscellaneous Administration and Program	16	3	4
306-Government Information Specialist	3	1	1
308-Records Management	1		
318-Secretary	2		
326-Office Automation Clerical and Assistance	1	1	
340-Program Management	4		3
343-Management and Program Analysis	19	3	8
401-General Natural Resources Management and Biological Sciences	9		1
403-Microbiology	1		
415-Toxicology	9	3	
501-Financial Administration and Program	7	2	3
503-Financial Clerical and Assistance	2		1
510-Accounting	6	1	1
601-General Health Science	1		
690-Industrial Hygiene	1		
80-Security Administration	2		1
819-Environmental Engineering	86	17	21
905-General Attorney	43	12	3
950-Paralegal Specialist	2	1	
986-Legal Assistance	1		
#N/A	2	1	1
GOLDEN, COLORADO	14	3	4
1301-General Physical Science	2	1	1

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
451															
11															
1															
5															
7															
2															
94															
2															
1															
1															
1															
1															
3															
11															
1															
115															
1															
14															
3															
1															
1															
1															
4															
19															
6															
1															
8															
7															
2															
5															
1															
1															
2															
79															
35															
2															
2															
13															
2															

1320-Chemistry	7	2	1
2210-Information Technology Management	1		
301-Miscellaneous Administration and Program	1		
401-General Natural Resources Management and Biological Sciences	3		2
HELENA, MONTANA	25	2	12
1035-Public Affairs	1		
1301-General Physical Science	7		4
1315-Hydrology	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	5		4
301-Miscellaneous Administration and Program	1		1
341-Administrative Officer	2	1	
401-General Natural Resources Management and Biological Sciences	1		
501-Financial Administration and Program	1		1
819-Environmental Engineering	4		1
905-General Attorney	1	1	
LIBBY, MONTANA	1		1
819-Environmental Engineering	1		1
PIERRE, SOUTH DAKOTA	1		
819-Environmental Engineering	1		
Grand Total	528	98	127

6															
1															
1															
3															
24															
1															
7															
1															
1															
5															
1															
2															
1															
1															
3															
1															
1															
1															
1															
1															
491															

Region 9	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
CARSON CITY, NEVADA	3	1	2
1301-General Physical Science	2	1	1
819-Environmental Engineering	1		1
HONOLULU, HAWAII	7	1	3
1035-Public Affairs	1		1
1301-General Physical Science	3	1	1
28-Environmental Protection Specialist	2		1
401-General Natural Resources Management and Biological Sciences	1		
LONG BEACH, CALIFORNIA	2		
1301-General Physical Science	1		
819-Environmental Engineering	1		
LOS ANGELES, CALIFORNIA	19	2	3
1035-Public Affairs	1		
1301-General Physical Science	1		
1810-General Investigating	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	8	1	1
318-Secretary	1		
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	2		
819-Environmental Engineering	3	1	
PACIFICA, CALIFORNIA	1		
343-Management and Program Analysis	1		
RICHMOND, CALIFORNIA	11	5	2
1301-General Physical Science	3	1	1
1320-Chemistry	4	2	
2210-Information Technology Management	1	1	
401-General Natural Resources Management and Biological Sciences	3	1	1
SACRAMENTO, CALIFORNIA	3		1
1301-General Physical Science	2		1
401-General Natural Resources Management and Biological Sciences	1		
SAN DIEGO, CALIFORNIA	8		4
28-Environmental Protection Specialist	6		2
819-Environmental Engineering	2		2
SAN FRANCISCO, CALIFORNIA	677	134	193
1035-Public Affairs	5		1
1071-Audiovisual Production	1		
1082-Writing and Editing	2	1	1
1101-General Business and Industry	7	1	5
1102-Contracting	12	3	1
1109-Grants Management	13	1	8
1301-General Physical Science	99	19	25

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
3															
2															
1															
7															
1															
3															
2															
1															
2															
1															
1															
19															
1															
1															
1															
1															
8															
1															
1															
2															
3															
1															
1															
11															
3															
4															
1															
3															
3															
2															
1															
7															
5															
2															
619															
4															
1															
2															
7															
12															
12															
84															

1320-Chemistry	1		1
1370-Cartography	2		1
1410-Librarian	1	1	
150-Geography	1		1
1810-General Investigating	1		1
18-Safety and Occupational Health Management	1		1
201-Human Resources Management	4	3	1
2210-Information Technology Management	21	7	11
260-Equal Employment Opportunity	1		1
28-Environmental Protection Specialist	201	37	59
29-Environmental Protection Assistant	3	1	2
301-Miscellaneous Administration and Program	6	1	3
303-Miscellaneous Clerk and Assistant	8	3	2
306-Government Information Specialist	1		
308-Records Management	1		1
318-Secretary	6	3	1
340-Program Management	7	4	2
341-Administrative Officer	6	3	2
342-Support Services Administration	1		1
343-Management and Program Analysis	11	3	3
391-Telecommunications	3	1	1
401-General Natural Resources Management and Biological Sciences	42	3	6
415-Toxicology	3	1	2
501-Financial Administration and Program	2	1	1
505-Financial Management	1		1
510-Accounting	3	1	1
560-Budget Analysis	14	4	2
561-Budget Clerical and Assistance	1		
690-Industrial Hygiene	1	1	
80-Security Administration	2		1
819-Environmental Engineering	112	16	28
893-Chemical Engineering	1		
905-General Attorney	68	15	15
#N/A	1		
SHIPROCK,NEW MEXICO	1		
401-General Natural Resources Management and Biological Sciences	1		
STATELINE,NEVADA	1	1	
819-Environmental Engineering	1	1	
TUCSON,ARIZONA	2	1	
28-Environmental Protection Specialist	2	1	
YREKA,CALIFORNIA	1		
28-Environmental Protection Specialist	1		
Grand Total	736	145	208

1																	
2																	
1																	
1																	
1																	
1																	
4																	
20																	
1																	
192																	
3																	
6																	
8																	
1																	
1																	
6																	
7																	
6																	
1																	
11																	
3																	
33																	
3																	
2																	
1																	
3																	
14																	
1																	
1																	
2																	
99																	
61																	
1																	
1																	
1																	
1																	
2																	
2																	
1																	
1																	
677																	

Region 10	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANCHORAGE, ALASKA	27	3	3
1301-General Physical Science	5		
28-Environmental Protection Specialist	14	2	1
340-Program Management	1		1
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	4		1
819-Environmental Engineering	1		
89-Emergency Management Specialist	1		
BOISE, IDAHO	20	6	3
1301-General Physical Science	10	4	1
28-Environmental Protection Specialist	6	1	1
340-Program Management	1	1	
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	1		
819-Environmental Engineering	1		1
COEUR D'ALENE, IDAHO	1		1
28-Environmental Protection Specialist	1		1
EUGENE, OREGON	1	1	
28-Environmental Protection Specialist	1	1	
JUNEAU, ALASKA	2		1
1301-General Physical Science	1		1
28-Environmental Protection Specialist	1		
KING, WASHINGTON	1		
306-Government Information Specialist	1		
LACEY, WASHINGTON	9	1	4
1035-Public Affairs	1		
28-Environmental Protection Specialist	6	1	2
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	1		1
MANCHESTER, WASHINGTON	1		
403-Microbiology	1		
PORT ORCHARD, WASHINGTON	19	1	3
1301-General Physical Science	1		
1311-Physical Science Technician	1		
1320-Chemistry	10	1	1
1640-Facility Operations Services	1		
28-Environmental Protection Specialist	3		2
318-Secretary	1		
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	1		
PORTLAND, OREGON	22	6	4
1035-Public Affairs	1	1	

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
27															
5															
14															
1															
1															
4															
1															
1															
19															
10															
6															
1															
1															
1															
1															
1															
1															
2															
1															
1															
1															
1															
1															
7															
1															
4															
1															
1															
1															
18															
1															
1															
10															
3															
1															
1															
1															
22															
1															

1301-General Physical Science	4	1	
201-Human Resources Management	1		
28-Environmental Protection Specialist	6	3	1
318-Secretary	1		
340-Program Management	2		2
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	2		1
408-Ecology	1		
819-Environmental Engineering	2	1	
905-General Attorney	1		
RICHLAND, WASHINGTON	7		3
1301-General Physical Science	4		2
819-Environmental Engineering	3		1
SEATTLE HEIGHTS, WASHINGT	1		
819-Environmental Engineering	1		
SEATTLE, WASHINGTON	435	90	102
1035-Public Affairs	8	2	1
1109-Grants Management	20	5	5
1301-General Physical Science	67	12	13
1306-Health Physics	1		
1315-Hydrology	1	1	
1320-Chemistry	4		1
1340-Meteorology	1		
201-Human Resources Management	2		1
2210-Information Technology Management	9	2	2
260-Equal Employment Opportunity	1	1	
28-Environmental Protection Specialist	146	27	38
29-Environmental Protection Assistant	1	1	
301-Miscellaneous Administration and Program	19	5	1
303-Miscellaneous Clerk and Assistant	2	1	
306-Government Information Specialist	4		2
308-Records Management	2		2
318-Secretary	7	4	1
340-Program Management	6	2	3
342-Support Services Administration	1		
343-Management and Program Analysis	11	3	2
401-General Natural Resources Management and Biological Sciences	17	4	3
408-Ecology	5	1	4
415-Toxicology	6	2	
482-Fish Biology	1		
501-Financial Administration and Program	2	1	
503-Financial Clerical and Assistance	1	1	
510-Accounting	3		
560-Budget Analysis	7	3	
690-Industrial Hygiene	1		
80-Security Administration	2		
819-Environmental Engineering	38	6	14

4																			
1																			
6																			
1																			
2																			
1																			
2																			
1																			
2																			
1																			
7																			
4																			
3																			
1																			
1																			
394																			
8																			
13																			
58																			
1																			
1																			
3																			
1																			
2																			
9																			
1																			
134																			
1																			
18																			
2																			
4																			
2																			
7																			
6																			
11																			
16																			
5																			
6																			
1																			
2																			
1																			
3																			
6																			
1																			
2																			
35																			

89-Emergency Management Specialist	2		
905-General Attorney	35	6	8
950-Paralegal Specialist	1		
#N/A	1		1
Grand Total	546	108	124

2															
30															
1															
1															
501															

EPA

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund		Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals		
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce
Theme															
Delayering (increasing supervisor to staff ratio)	2	2	54	24	0	0	18	6	0	0	32	19	106	51	0.35%
Consolidate or reduce administrative or support functions	5	1	234	92	0	0	24	21	0	0	62	45	325	159	1.08%
Restructure or reduce highly graded supervisory and non-supervisory positions	174	94	868.5	270	4	3	144.3	53	6	3	344	140	1540.8	563	3.83%
Restructure to focus on core business functions (administrative support)	0	0	68	46	0	0	22	9	0	0	159	64	249	119	0.81%
Restructure to focus on STEM/programmatic priorities	29	8	337.4	84.9	1	1	87.4	16.1	4	1	192	41	650.8	152	1.03%
Consolidate and streamline functions/activities/reduce number of programs	71	14	560	89	1	1	152	47	0	0	42	32	826	183	1.24%
Unknown	1	1											1	1	
Total	282	120	2121.9	605.9	6	5	447.7	152.1	10	4	831	341	3698.6	1228	8.35%
													EPA Permanent Workforce (excluding OIG) as of 5/22/17:		14707

SUMMARY
Max Offer = 8% of total workforce
Targeted Positions = 24% of total workforce
Office/Region with highest maximum offer: OLEM, Region 3, Region 6, OCFO and OARM
Office/Region with lowest maximum offer: OGC, Region 8, OAR, Region 4 and Region 9
Most impactful "Theme": Restructure or reduce highly graded supervisory and non-supervisory positions (4% of the workforce)

	Theme Max Offers	Permanent Workforce	Percentage of Workforce	Targeted Positions Max Offers	Targeted Max - Theme Max
OGC	2	228	0.9%	2	0
Region 8	8	523	1.5%	8	0
OAR	20	1137	1.8%	20	0
Region 4	26	912	2.9%	26	0
Region 9	23	731	3.1%	24	1
Region 10	19	543	3.5%	19	0
Region 2	29	782	3.7%	30	1
OCSPP	66	989	6.7%	50	-16
OW	30	580	5.2%	30	0
Region 1	36	566	6.4%	36	0
OITA	5	74	6.8%	5	0
OECA	50	722	6.9%	51	1
Region 5	82	1078	7.6%	79	-3
OCFO	26	313	8.3%	27	1
OEI	30	342	8.8%	30	0
Region 7	45	510	8.8%	45	0
ORD	184	1574	11.7%	183	-1
OARM	98	695	14.1%	98	0
AO	74	353	21.0%	65	-9
OLEM	159	494	32.2%	94	-65
Region 3	204	825	24.7%	159	-45
Region 6	136.5	736	18.5%	147	10.5
EPA	1352.5	14707	9.2%	1228	-124.5

Workforce totals as of 5/22/2017

Revised Percentage
0.9%
1.5%
1.8%
2.9%
3.3%
3.5%
3.8%
5.1%
5.2%
6.4%
6.8%
7.1%
7.3%
8.6%
8.8%
8.8%
11.6%
14.1%
18.4%
19.0%
19.3%
20.0%
8.3%

AO

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund		Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals			Comments
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce	
Theme																
Delayering (increasing supervisor to staff ratio)	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Consolidate or reduce administrative or support functions	0	0	75	37	0	0	0	0	0	0	0	0	75	37	12%	AO's primary functions are inherently administrative/program management which includes a range of positions from the GS-4 to GS-15 levels.
Restructure or reduce highly graded supervisory and non-supervisory positions	0	0	64	28	0	0	0	0	0	0	0	0	64	28	10%	AO's theme is heavily focused on restructuring or reducing highly graded non-supervisory position
Restructure to focus on core business functions (administrative support)	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Restructure to focus on STEM/programmatic priorities	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Consolidate and streamline functions/activities/reduce number of programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total	0	0	139	65	0	0	0	0	0	0	0	0	139	65	22%	

OARM

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Theme								
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions								
Restructure or reduce highly graded supervisory and non-supervisory positions			11	7				
Restructure to focus on core business functions (administrative support)			4	4				
Restructure to focus on STEM/programmatic priorities								
Consolidate and streamline functions/activities/reduce number of programs								
Total	0	0	15	11	0	0	0	0

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals		
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce
				0	0	
		18	17	18	17	2.44%
		51	33	62	40	5.73%
		50	37	54	41	5.87%
				0	0	
				0	0	
0	0	119	87	134	98	14.00%

Comments
13 Max Offers - EPM 82%; Superfund 18% 3 Max Offers - EPM 50%; Superfund 50% 1 Max Offer EPM 90%; Superfund 10%
Across Multiple Appropriations Breakout: 2 Max Offers - EPM 91%; Superfund 9% 7 Max Offers - EPM 90%; Superfund 10% 18 Max Offers - EPM 82%; Superfund 18% 6 Max Offers - EPM 50%; Superfund 50%
Across Multiple Appropriations Breakout: 1 Max Offer - EPM 90%; Superfund 10% 3 Max Offers - EPM 82%; Superfund 18% 33 Max Offers EPM 50%; Superfund 50%

OAR

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Theme								
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions	5	1	21	7				
Restructure or reduce highly graded supervisory and non-supervisory positions	8	2	3	1				
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities	29	8	1	1				
Consolidate and streamline functions/activities/reduce number of programs								
Total	42	11	25	9	0	0	0	0

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals	
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
				0	0
				26	8
				11	3
				0	0
				30	9
				0	0
0	0	0	0	67	20

OAR will accept 20 offers from either appropriation

Max Offers as % of Office Workforce	Comments
1.8	<i>OAR will accept 20 offers from either appropriation</i>

OCFO

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Theme								
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions								
Restructure or reduce highly graded supervisory and non-supervisory positions								
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities							4	1
Consolidate and streamline functions/activities/reduce number of programs								
Total	0	0	0	0	0	0	4	1

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals			
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce	Comments
				0	0		
		4	4	4	4	1.30%	
				0	0		
		20	3	20	3	1.00%	
		132	19	136	19	6.10%	
				0	0		
0	0	156	26	160	27	8.30%	

OCSPP

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Theme								
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions			7	5				
Restructure or reduce highly graded supervisory and non-supervisory positions			60	44				
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities								
Consolidate and streamline functions/activities/reduce number of programs								
Unknown	1	1						
Total	1	1	67	49	0	0	0	0

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals		
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce
				0	0	
				7	5	0.50%
				60	44	6.10%
				0	0	
				0	0	
				0	0	
				1	1	
0	0	0	0	68	50	6.7%

Comments
Includes series 0303 and some in series 0301. Targeted positions do not include those eligible for VSIP only.
Includes non-supervisory GS-15s, some supervisory GS-15s, some SES. Targeted positions do not include those eligible for VSIP only.

OECA

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Theme								
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions								
Restructure or reduce highly graded supervisory and non-supervisory positions								
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities								
Consolidate and streamline functions/activities/reduce number of programs	60	3	356	39			90	9
Total	60	3	356	39	0	0	90	9

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals		
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce
				0	0	
				0	0	
				0	0	
				0	0	
				0	0	
				506	51	7%
0	0	0	0	506	51	7.0%

Comments
includes all eligible GS-positions in all series except GS-1811 criminal investigators at all Headquarters and field locations

OEI

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Theme								
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions								
Restructure or reduce highly graded supervisory and non-supervisory positions	9	1	133	21				
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities								
Consolidate and streamline functions/activities/reduce number of programs								
Total	9	1	133	21	0	0	0	0

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals		
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce
				0	0	0%
				0	0	0%
		38	8	180	30	9%
				0	0	0%
				0	0	0%
				0	0	0%
0	0	38	8	180	30	9%

Comments
Only offered to non-supervisory personnel. Priority given to GS-15s first, then GS-14s, lastly GS-13s. Number of max offers has been determined for each participating OEI Office and/or Division. "Across Multiple Appropriations" column includes EPM, Superfund, and WCF split employees, as well as 100% WCF paid employees.

OGC

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Theme								
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions								
Restructure or reduce highly graded supervisory and non-supervisory positions			2	2				
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities								
Consolidate and streamline functions/activities/reduce number of programs								
Total	0	0	2	2	0	0	0	0

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals			
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce	Comments
				0	0		
				0	0		
				2	2		
				0	0		
				0	0		
				0	0		
0	0	0	0	2	2	1%	

Appropriation Theme	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazar Subst Super
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions
Delayering (increasing supervisor to staff ratio)							
Consolidate or reduce administrative or support functions							
Restructure or reduce highly graded supervisory and non-supervisory positions							
Restructure to focus on core business functions (administrative support)							
Restructure to focus on STEM/programmatic priorities							
Consolidate and streamline functions/activities/reduce number of programs							
Total	0	0	0	0	0	0	0

Source of Funds	Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals			
# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce	Comments
					0	0		
					0	0		
					0	0		
					0	0		
					0	0		
					0	0		
0	0	0	0	0	0	0		

AO

OAR

OARM

OCFO

OCSPP

OECA

OEI

OGC

OIG

OITA

OLEM

ORD

OITA

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Theme								
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions			1	1				
Restructure or reduce highly graded supervisory and non-supervisory positions			5	4				
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities								
Consolidate and streamline functions/activities/reduce number of programs								
Total	0	0	6	5	0	0	0	0

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals			
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce	Comments
				0	0		
				1	1	1.3	
				5	4	5.4	
				0	0		
				0	0		
				0	0		
0	0	0	0	6	5	7%	

OLEM

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Theme								
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions							2	2
Restructure or reduce highly graded supervisory and non-supervisory positions			158	56			17	11
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities							1	1
Consolidate and streamline functions/activities/reduce number of programs			2	2			26	14
Total	0	0	160	58	0	0	46	28

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals			
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce	Comments
				0	0		
				2	2		
5	2	8	6	188	75		
				0	0		
				1	1		
				28	16		
5	2	8	6	219	94	32%	

ORD

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Theme								
Delaying (increasing supervisor to staff ratio)	2	2	0	0	0	0	0	0
Consolidate or reduce administrative or support functions	0	0	0	0	0	0	0	0
Restructure or reduce highly graded supervisory and non-supervisory positions	156	90	0	0	0	0	2	1
Restructure to focus on core business functions (administrative support)	0	0	0	0	0	0	0	0
Restructure to focus on STEM/programmatic priorities	0	0	0	0	0	0	0	0
Consolidate and streamline functions/activities/reduce number of programs	11	11	0	0	0	0	2	1
Total	169	103	0	0	0	0	4	2

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals			Comments
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce	
0	0	5	4	7	6	0.36%	Supv <=5
0	0	0	0	0	0	0.00%	
1	1	98	58	257	150	8.97%	Non-Supv 14-SES
0	0	0	0	0	0	0.00%	
0	0	0	0	0	0	0.00%	
0	0	19	15	32	27	1.61%	Vegas
1	1	122	77	296	183	10.94%	

OW

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Theme								
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions			77	6				
Restructure or reduce highly graded supervisory and non-supervisory positions			86	7				
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities			131	10				
Consolidate and streamline functions/activities/reduce number of programs			97	7				
Total	0	0	391	30	0	0	0	0

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals			
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce	Comments
				0	0		
				77	6	13.3%	
				86	7	15.2%	
				0	0		
				131	10	22.6%	
				97	7	16.7%	
0	0	0	0	391	30	5.0%	

Region 1

Appropriation Theme	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions			4	2				
Restructure or reduce highly graded supervisory and non-supervisory positions	1	1	7	5			1	1
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities			22	5			5	4
Consolidate and streamline functions/activities/reduce number of programs								
Total	1	1	33	12	0	0	6	5

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals		
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce
				0	0	0.0%
		5	3	9	5	0.9%
		18	5	27	12	2.1%
		3	2	3	2	0.4%
		46	8	73	17	3.0%
				0	0	0.0%
0	0	72	18	112	36	6.3%

Comments

Multiple Appropriations: EPM & Superfund
Multiple Appropriations: EPM & Superfund
Multiple Appropriations: EPM & Superfund
Multiple Appropriations: EPM & Superfund

Region 2

Appropriation Theme	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions		0	5	5			8	8
Restructure or reduce highly graded supervisory and non-supervisory positions		0	54	5		0	10	2
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities								
Consolidate and streamline functions/activities/reduce number of programs		0	9	6		0		0
Total	0	0	68	16	0	0	18	10

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals			
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce	Comments
				0	0		
		2	2	15	15		
	0	16	2	80	9		
				0	0		
				0	0		
	0				6		
0	0	18	4	104	30	4%	

Region 3

Appropriation Theme	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Delaying (increasing supervisor to staff ratio)	0	0	35	12	0	0	15	5
Consolidate or reduce administrative or support functions	0	0	22	11	0	0	13	10
Restructure or reduce highly graded supervisory and non-supervisory positions	0	0	143	45	2	2	60	20
Restructure to focus on core business functions (administrative support)	0	0	24	9	0	0	21	8
Restructure to focus on STEM/programmatic priorities	0	0	0	0	0	0	0	0
Consolidate and streamline functions/activities/reduce number of programs	0	0	0	0	0	0	0	0
Total	0	0	224	77	2	2	109	43

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals			Comments
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce	
0	0	16	10	66	27	3.28%	Includes 2 SES positions.
0	0	20	11	55	32	3.88%	
0	0	34	13	239	80	9.71%	
0	0	6	3	51	20	2.43%	
0	0	0	0	0	0	0.00%	
0	0	0	0	0	0	0.00%	
0	0	76	37	411	159	19.30%	

Region 4

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Theme								
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions								
Restructure or reduce highly graded supervisory and non-supervisory positions								
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities								
Consolidate and streamline functions/activities/reduce number of programs								
Total	0	0	0	0	0	0	0	0

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals		
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce
				0	0	
		1	1	1	1	
				0	0	
		2	2	2	2	
		13	13	13	13	
		10	10	10	10	
0	0	26	26	26	26	3%

Comments
Improve flexibilities and efficiencies in addressing core mission functions by consolidating position functions into other administrative positions, technical positions and use of contracting support.
Realize efficiencies by combining administrative duties and automating functions.
Gain efficiencies through Lean process and other efficiency tools. Align resources to strengthen support of state programs. Realign resources to core regulatory duties. Replace outdated or obsolete skills and duties. Maximize use of advances in use of electronic information transfers and the increased focus on a narrower set of environmental conditions needing field evaluation.
Cooperative federalism. State enforcement programs in place, realigning direct enforcement to recognize efficiencies
Based on template data provided by HQs of 914 as of Apr 05, 2017

Region 5

Appropriation Theme	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Delaying (increasing supervisor to staff ratio)	0	0	0	0	0	0	0	0
Consolidate or reduce administrative or support functions	0	0	6	6	0	0	0	0
Restructure or reduce highly graded supervisory and non-supervisory positions	0	0	10	8	0	0	3	2
Restructure to focus on core business functions (administrative support)	0	0	4	3	0	0	0	0
Restructure to focus on STEM/programmatic priorities	0	0	49	27	1	1	16	5
Consolidate and streamline functions/activities/reduce number of programs	0	0	6	2	0	0	1	1
Total	0	0	75	46	1	1	20	8

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals		
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce
0	0	6	2	6	2	0.2%
0	0	6	3	12	9	0.8%
0	0	1	1	14	11	1.0%
0	0	65	11	69	14	1.3%
3	1	0	0	69	34	3.2%
0	0	12	6	19	9	0.8%
3	1	90	23	189	79	7.3%

Comments
The multiple appropriations positions are in the Office of External Communications and the Office of Regional Counsel (ORC).
The multiple appropriations positions are in the QA Lab and the ORC.
The multiple appropriations positions are in the Planning and Quality Assurance Group in the Office of Regional Administrator (ORA).
The multiple appropriations positions are in the Resources Management Division (RMD), ORA and ORC.
The multiple appropriations positions are in RMD, ORA and ORC.

Region 6

Appropriation Theme	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Delaying (increasing supervisor to staff ratio)			19	12	0	0	3	1
Consolidate or reduce administrative or support functions			9	6	0	0	1	1
Restructure or reduce highly graded supervisory and non-supervisory positions			31	14	0	0	18	9
Restructure to focus on core business functions (administrative support)			24	23	0	0	1	1
Restructure to focus on STEM/programmatic priorities			26	24	0	0	0	0
Consolidate and streamline functions/activities/reduce number of programs			26	27	1	1	33	22
Total	0	0	135	106	1	1	56	34

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals		
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce
0	0	1	1	23	14	1.9
0	0	2	2	12	9	1.2
0	0	21	2	70	25	3.3
0	0	0	0	25	24	3.2
0	0	0	0	26	24	3.2
0	0	1	1	61	51	6.7
0	0	25	6	217	147	19.4

Comments
We anticipate a significant number of safe positions
We anticipate a significant number of safe positions
We anticipate a significant number of safe positions
We anticipate a significant number of safe positions
We anticipate a significant number of safe positions
We anticipate a significant number of safe positions
We anticipate a significant number of safe positions

Region 7

Appropriation Theme	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions								
Restructure or reduce highly graded supervisory and non-supervisory positions			62	17			22	3
Restructure to focus on core business functions (administrative support)			11	6				
Restructure to focus on STEM/programmatic priorities								
Consolidate and streamline functions/activities/reduce number of programs								
Total	0	0	73	23	0	0	22	3

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals		
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce
				0	0	
		3	1	3	1	
		59	12	143	32	
		13	6	24	12	
				0	0	
				0	0	
0	0	75	19	170	45	9%

Comments
Estimated approximately 10% of the remaining targeted positions after primary theme (row 7)
R7 Primary Theme - Very Accurate Estimate of targeted positions.
Estimated approximately 90% of the remaining targeted positions after primary theme (row 7)
Across Multiple Appropriations involves 70%'B' 30%'T' for R7

Region 8

Appropriation Theme	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions			3	2				
Restructure or reduce highly graded supervisory and non-supervisory positions			35	3	2	1	8	2
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities								
Consolidate and streamline functions/activities/reduce number of programs								
Total	0	0	38	5	2	1	8	2

EPM=47.7

SF=12.85

Oil=0.45

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals			
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce	Comments
				0	0		
				3	2	0.38%	
				45	6	1.15%	
				0	0		
				0	0		
				0	0		
0	0	0	0	48	8	1.53%	

Region 9

Appropriation Theme	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions			4	4				
Restructure or reduce highly graded supervisory and non-supervisory positions			2	2			1	1
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities			47	9			56	2
Consolidate and streamline functions/activities/reduce number of programs			52	2				
Total	0	0	105	17	0	0	57	3

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals		
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce
		4	2	4	2	
		1	1	5	5	
				3	3	
		1	1	104	12	
				52	2	
0	0	6	4	168	24	3.13%

Comments
All Positions Duty Station: San Francisco, CA
All Positions Duty Station: San Francisco, CA
All Positions Duty Station: San Francisco, CA
All Positions Duty Station: San Francisco, CA
All Positions Duty Station: San Francisco, CA
All Positions Duty Station: San Francisco, CA
total Workforce 736

Region 10

Appropriation Theme	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund	
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions								
Restructure or reduce highly graded supervisory and non-supervisory positions			2.5	1			2.3	1
Restructure to focus on core business functions (administrative support)			1	1				
Restructure to focus on STEM/programmatic priorities			61.4	8.9			5.4	3.1
Consolidate and streamline functions/activities/reduce number of programs			12	4				
Total	0	0	76.9	14.9	0	0	7.7	4.1

Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals			
# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce	Comments
				0	0	0%	
				0	0	0%	
				4.8	2	0.4%	
				1	1	0.2%	
1	0			67.8	12	2.2%	
				12	4	0.7%	
1	0	0	0	85.6	19	3.5%	

Theme	AO			OAR			OARM	
	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions								
Restructure or reduce highly graded supervisory and non-supervisory positions								
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities								
Consolidate and streamline functions/activities/reduce number of programs								
Total	0	0		0	0		0	0
Appropriation	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers
Science and Technology								
Environmental Program and Management								
Inland Oil Spill Programs								
Hazardous Substance Superfund								
Leaking Underground Storage Tanks								
Inspector General								
Hazardous Waste Electronic Manifest System Fund								
Water Infrastructure Finance and Innovation Fund								
Total								

[illegible]

[illegible]

AO

OARM

OCFO

OCSP

OECA

OEI

OGC

OIG

OITA

OLEM

ORD

OW

Region 2

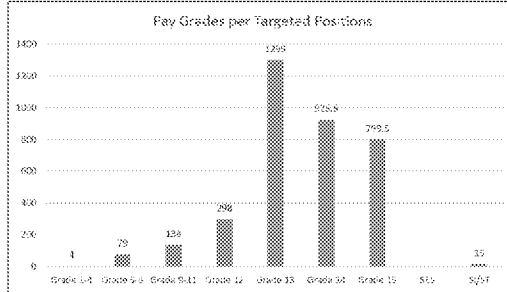
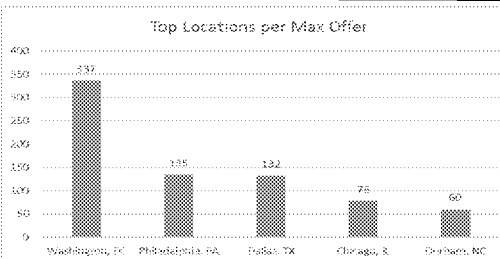
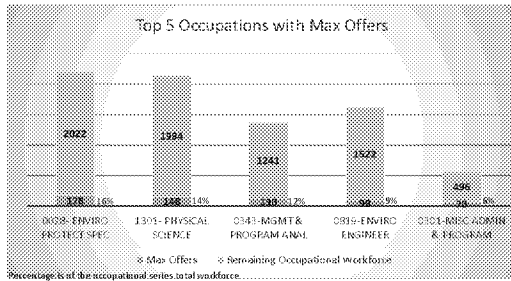
Region 4

Region 6

Region 8

Region 10

VERA/VSIP SUMMARY



- Max Offer = 8% of total workforce
- Targeted Positions = 25% of total workforce
- Office/Region with highest maximum offer: Region 6, Region3, OLEM, AO and OARM
- Office/Region with lowest maximum offer: OGC, Region 8, OAR, Region 4 and Region 9
- Most impactful "Theme": Restructure or reduce highly graded supervisory and non-supervisory positions (4% of the workforce)

VERA/VSIP
AA/RAship IMPACTS

	Non-term/Non-Student Employees	Targeted Postions	Targeted Positions as % of Workforce	Max Offers	Max Offers as % of Workforce
OGC	227	2	0.9%	2	0.9%
Region 8	513	48	9.4%	8	1.6%
OAR	1120	67	6.0%	20	1.8%
Region 4	908	26	2.9%	26	2.9%
Region 9	726	168	23.1%	24	3.3%
Region 10	542	85.6	15.8%	19	3.5%
Region 2	781	104	13.3%	30	3.8%
OCSPP	970	68	7.0%	50	5.2%
OW	576	391	67.9%	30	5.2%
Region 1	547	112	20.5%	36	6.6%
OITA	74	6	8.1%	5	6.8%
OECA	721	506	70.2%	51	7.1%
Region 5	1056	189	17.9%	79	7.5%
OCFO	302	160	53.0%	27	8.9%
OEI	337	180	53.4%	30	8.9%
Region 7	501	170	33.9%	45	9.0%
ORD	1546	239	15.5%	183	11.8%
OARM	690	134	19.4%	98	14.2%
AO	355	139	39.2%	65	18.3%
OLEM	491	219	44.6%	94	19.1%
Region 3	808	411	50.9%	159	19.7%
Region 6	733	217	29.6%	147	20.1%
EPA	14793	3641.6	24.6%	1228	8.3%

Office of Water VERA and VSIP Justification

The Office of Water (OW – Washington, DC and Cincinnati, OH) will use the VERA and VSIP authorities to:

- Reduce and rebalance our current grade structure by reducing GS-13s and GS-14s, non-supervisory GS-15s, and supervisory and non-supervisory SLs to adjust skill and grade levels.
- Restructuring our programmatic and administrative positions to refresh skill sets to address modern and ever-changing technologies, enhance collaboration and coordination, and deal with increasingly complex technical and scientific challenges.
- Reshape current workforce to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities in current and potentially different series to create a higher-performing organization.
- Assess on an ongoing basis our position management structure and make future changes based on staff attrition and changing technology.

Identification of specific positions and functions to be reduced or eliminated (identified by organizational unit, geographic location, occupational category, grade level and any other factors related to the position).

See Attachment 1 -Targeted Positions and Maximum Number of VSIPs to be Offered to Targeted Positions by OW office and series.

Description of how the program/region will operate without the eliminated/restructured positions.

The office will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. This will allow us to recruit at the entry-level for positions working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. Other positions, to the extent feasible and practical, will be restructured through the transfer and retraining of staff with outdated skill sets or staff that are currently focused on work activities that will not be emphasized in the future.

Explanation of how VSIP will be used in conjunction with VERA.

OW will use the VERA authority to increase the number of positions in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are 85 targeted positions that are eligible for voluntary (optional) retirement and eligible to accept a VSIP offer without VERA approval. The number of VERA employees eligible for a VSIP is 67 so by adding VERA, the number of targeted positions who are eligible to accept a

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VSIP offer increases to 152 and improves the probability of reaching the OW goal to realign resources. Additionally, by adding employees who are eligible for VSIP only (239) and not eligible for voluntary or early retirement, it increases our number of positions in targeted job series to 391. OW will make VERA and VSIP offers simultaneously to all employees in targeted positions during the same offer period. A total of 30 VSIP offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of OW reaching the goals of restructuring and reshaping the workforce.

Description of the categories of employees who will be offered VSIP (identified by organizational unit, geographic location, occupational category, grade level and any other factors such as skills and knowledge, or retirement eligibility).

See Attachment 1 -Targeted Positions and Maximum Number of VSIPs to be Offered to Targeted Positions by OW office and series.

Number and maximum amounts of voluntary separation incentive payments to be offered (i.e., approved).

OW will approve up to 30 VSIPs, each up to the maximum of \$25,000 or the amount of severance pay to which an employee is entitled (whichever is less).

Proposed organizational chart displaying the expected changes in the agency's organizational structure after the agency has completed the incentive payments.

See Attachment 2

VERA-Specific Information

Number of non-temporary employees in OW undergoing change	391
Number of non-temporary employees in OW who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation	5
Number of employees in OW who are eligible for early retirement (excluding employees eligible for optional retirement)	67
The estimate of the total number of employees in OW who are expected to take early retirement is:	5

The actions listed below provide a description of the types of personnel actions anticipated as a result of OW's need for voluntary early retirement authority:

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish and/or Reclassify Positions
- Voluntary Retirements
- Internal and External Recruitments

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Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
(1) Annual Leave Pay Out for 1 SL targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$20,342
(2) Annual Leave Pay Out for 11 GS-15 step 7 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$181,850
(3) Annual Leave Pay Out for 9 GS-14 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$135,261
(4) Annual Leave Pay Out for 9 GS-13 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$114,462
Total Maximum Direct Costs	\$1,221,513

- 1) Hourly salary of an SL employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$84.76 \times 240 = \$20,342 \times 1 = \$20,342$$

- 2) Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$75.77 \times 240 = \$18,185 \times 11 = \$200,035$$

- 3) Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$62.62 \times 240 = \$15,029 \times 9 = \$135,261$$

- 4) Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.

$$\$52.99 \times 240 = \$12,718 \times 9 = \$114,462$$

- 5) $\$750,000 + \$20,342 + \$200,035 + \$135,261 + \$114,462 = \$1,220,100$

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Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$97,868,232	\$97,916,549
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	\$92,302,143	\$92,302,143
E. Payroll for # New Hires	\$951,710	\$1,525,163
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$4,609,281	\$4,079,045
G. Pre-VERA/VSIP Annual WCF Cost	\$4,221,000	\$4,221,000
H. Post VERA/VSIP Annual WCF Cost	\$4,011,000	\$4,011,000
I. WCF for # New Hires	\$78,750	\$105,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$131,250	\$105,000
Projected Savings with VERA/VSIP (F + J)	\$4,740,531	\$4,184,045

A (FY18). Pre-VERA/VSIP Payroll costs are calculated based on OW's workforce salary as of May 1, 2017 plus step increases for one-third of the V-V departures, with an additional 35% increase added to account for benefits. See attachment 4 for further details.

$$(\$72,459,197 + \$35,790) + 35\% = \$97,868,232$$

A (FY19). Pre-VERA/VSIP payroll costs are calculated based on OW's 2018 payroll estimate, plus step increases for one-third of the V-V departures. See attachment 4 for further details.

$$(\$72,494,987 + \$35,790) + 35\% = \$97,916,549$$

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Salary calculations are based on the annual salary of the employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered. See attachment 4 for further details.

$$\text{SL } \$176,303 \times 1 = \$176,303$$

$$\text{GS 15/7 } \$158,123 \times 11 = \$1,739,353$$

$$\text{GS 14/6 } \$130,692 \times 9 = \$1,176,228$$

$$\text{GS 13/6 } \$110,595 \times 9 = \$995,355$$

$$\text{Total FY18 payroll costs for targeted VERA/VSIP positions} = \$4,087,239 + \$32,013 \text{ in step increases} = \$4,119,252 + 35\% = \$5,560,990$$

$$\text{Total FY19 payroll costs for targeted VERA/VSIP positions} = \$4,119,252 + \$32,013 \text{ in step increases} = \$4,151,265 + 35\% = \$5,604,208$$

D (FY18). Pre-VERA/VSIP payroll costs minus total payroll costs for targeted VERA/VSIP positions. See attachment 4 for further details.

$$\$72,491,210 - \$4,119,252 = \$68,371,958 + 35\% = \$92,302,143$$

D (FY19). Pre-VERA/VSIP 2018 payroll costs minus total payroll costs for targeted VERA/VSIP positions.

$$\$72,523,223 - \$4,151,265 = \$68,371,958 + 35\% = \$92,302,143$$

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E (FY18) Nine-month period assumes an entry-on-duty date January 1, 2018. Salary calculations are based on three quarters of the annual salary for the described grades as of January 2017 for an employee in Washington, D.C. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment for 4 for further details.

$$\begin{aligned} \text{GS 9/1} & \$54,972 \times 5 = \$274,860 \times .75 = \$206,145 \\ \text{GS 11/1} & \$66,510 \times 10 = \$665,100 \times .75 = \$498,825 \\ \text{Total} & \$206,145 + \$498,825 = \$704,970 + 35\% = \$951,710 \end{aligned}$$

E (FY19) Assumes new hires will be onboard for the entire fiscal year. Salary calculations are based on the annual salary for the described grades as of January 2017 for an employee in Washington, D.C., plus grade increases for the FY18 new hires. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment 4 for further details.

$$\begin{aligned} \text{GS 9/1} & \$274,860 + \$57,690 = \$332,550 \\ \text{GS 11/1} & \$665,100 + \$132,100 = \$797,200 \\ \text{Total} & \$332,550 + \$797,200 = \$1,129,750 + 35\% = \$1,525,163 \end{aligned}$$

F (FY18) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,863,134 - \$0 - \$0 - \$92,302,143 - \$951,710 = \$4,609,281$$

F (FY19) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,906,351 - 0 - 0 - \$92,302,143 - \$1,525,163 = \$4,079,045$$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$$\$7,000 \times 603 \text{ on-boards} = \$4,221,000$$

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\begin{aligned} \$7,000 \times 30 & = \$210,000 \\ \$4,221,000 - \$210,000 & = \$4,011,000 \end{aligned}$$

I (FY18). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access. Cost for 9 months is \$5,250.

$$\$5,250 \times 15 = \$78,750$$

I (FY19). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted new hires.

$$\$7,000 \times 15 = \$105,000$$

J (FY18) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$78,750 = \$131,250$$

J (FY19) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$105,000 = \$105,000$$

FY18 Projected Savings with VERA/VSIP

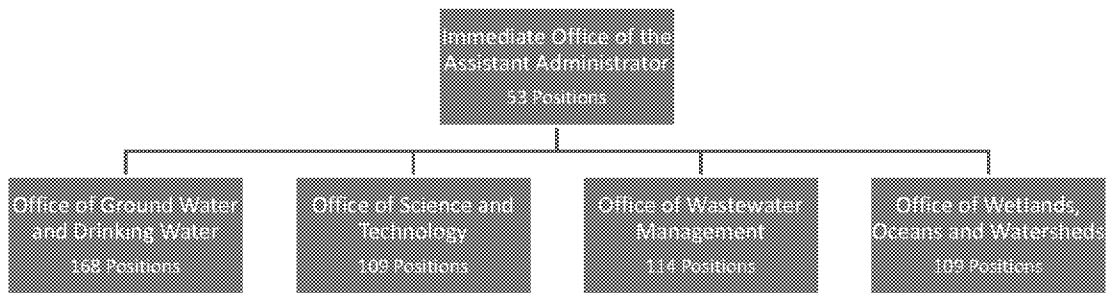
$$\$4,609,281 + \$131,250 = \$4,740,531$$

FY19 Projected Savings with VERA/VSIP

$$\$4,079,045 + \$105,000 = \$4,184,045$$

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Office of Water Proposed Organization Chart



Proposed Organization Chart Displaying Expected Changes After Completion of VERA/VSIP

	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
OARM	702	121	164	643
OAR	1155	184	271	1002
OCFO	315	51	83	283
OECA	730	176	164	686
OIG	276	44	58	251
OITA	74	12	19	70
AO	730	76	80	311
OEI	348	71	81	312
OGC	234	37	51	183
OLEM	495	113	134	451
ORD	1794	427	324	1463
OCSPP	1147	203	225	876
OW	602	103	94	502
REGION 1	568	137	201	521
REGION 2	785	205	238	726
REGION 3	828	199	217	722
REGION 4	914	166	297	823
REGION 5	1086	258	309	978
REGION 6	748	227	166	669
REGION 7	522	75	112	444
REGION 8	529	98	127	491
REGION 9	741	145	208	677
REGION 10	548	108	124	501
EPA	15871	3236	3747	13585

VSIP

When an agency has received approval from OPM to offer VSIPs, any employee (as defined in 5 U.S.C. 2105) who meets these general eligibility requirements may receive an offer. The employee must:

1. Be serving in an appointment without time limit;
2. Be currently employed by the Executive Branch of the Federal Government for a continuous period of at least 1 year;
3. Be serving in a position covered by an agency VSIP plan (i.e., in the specific geographic area, organization, series and grade);
4. Apply for and receive approval for a VSIP from the agency making the VSIP offer; and
5. Not be included in any of the ineligibility categories listed below.

Employees in the following categories are not eligible for a VSIP:

1. Are reemployed annuitants;
2. Have a disability such that the individual is or would be eligible for disability retirement;
3. Have received a decision notice of involuntary separation for misconduct or poor performance;
4. Previously received any VSIP from the Federal Government;
5. During the 36-month period preceding the date of separation, performed service for which a student loan repayment benefit was paid, or is to be paid;
6. During the 24-month period preceding the date of separation, performed service for which a recruitment or relocation incentive was paid, or is to be paid; and
7. During the 12-month period preceding the date of separation, performed service for which a retention incentive was paid, or is to be paid.

VERA

To be eligible to retire under VERA, an employee must:

- (1) Meet the VERA minimum age and service requirements (i.e., the employee has completed at least 20 years of creditable service and is at least age 50, or has completed at least 25 years of creditable service regardless of age);
☒ The minimum age and service requirements are set by statute in 5 U.S.C. 8336(d)(2) for CSRS employees, and in 5 U.S.C. 8414(b)(1) for FERS employees. OPM has no authority to waive either the minimum age or service requirement for VERA eligibility.
- (2) Have been continuously employed by the agency for at least 31 days before the date that the agency initially requested OPM approval of VERA;
- (3) Hold a position that is not a time-limited appointment;
- (4) Have not received a final removal decision based upon misconduct, or unacceptable performance;
- (5) Hold a position covered by the agency's VERA; and
- (6) Retire under the VERA option during the agency's VERA window.

OARM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
ATLANTA, GEORGIA	2	2		2
1801-General Inspection, Investigation, and Compliance	1	1		1
905-General Attorney	1	1		1
BOSTON, MASSACHUSETTS	1			1
343-Management and Program Analysis	1			1
CHICAGO, ILLINOIS	1			1
905-General Attorney	1			1
CINCINNATI, OHIO	68	9	21	65
1102-Contracting	2			1
1301-General Physical Science	1		1	1
1410-Librarian	1			1
1654-Printing Services	1	1		1
18-Safety and Occupational Health Management	2		2	2
2010-Inventory Management	1			1
201-Human Resources Management	29	4	10	28
203-Human Resources Assistance	2			2
2210-Information Technology Management	6		2	5
318-Secretary	2	1		2
340-Program Management	1			1
343-Management and Program Analysis	12	3	3	12
391-Telecommunications	2		1	2
801-General Engineering	4		1	4
80-Security Administration	1			1
830-Mechanical Engineering	1		1	1
DURHAM, NORTH CAROLINA	131	11	19	111
1102-Contracting	33	4	8	31
1301-General Physical Science	1			
1640-Facility Operations Services	6		1	5
18-Safety and Occupational Health Management	1			1
2010-Inventory Management	1			
201-Human Resources Management	55	3	6	44
203-Human Resources Assistance	5			4
2210-Information Technology Management	10	1	3	8
2299-Information Technology Student Trainee	1			
301-Miscellaneous Administration and Program	2			2
340-Program Management	3			3
341-Administrative Officer	1			1
343-Management and Program Analysis	2	1	1	2
511-Auditing	1	1		1
801-General Engineering	1	1		1
80-Security Administration	1			1
830-Mechanical Engineering	4			4

[illegible]

850-Electrical Engineering	2			2
899-Engineering and Architecture Student Trainee	1			1
LAS VEGAS, NEVADA	21	2	5	18
201-Human Resources Management	18	2	5	15
203-Human Resources Assistance	2			2
318-Secretary	1			1
MOREHEAD CITY, NORTH CARO	1		1	1
201-Human Resources Management	1		1	1
NEW BERN, NORTH CAROLINA	1			1
201-Human Resources Management	1			1
NORWOOD, OHIO	37	4	6	34
1102-Contracting	36	3	6	33
301-Miscellaneous Administration and Program	1	1		1
PHILADELPHIA, PENNSYLVANI	1			1
905-General Attorney	1			1
SAN FRANCISCO, CALIFORNIA	1			1
343-Management and Program Analysis	1			1
WASHINGTON, DC	433	93	112	407
1001-General Arts and Information	1		1	1
1102-Contracting	96	19	24	90
1103-Industrial Property Management	1			1
1106-Procurement Clerical and Technician	1	1		1
1109-Grants Management	22	6	5	22
1170-Realty	1			1
1640-Facility Operations Services	2		2	2
1654-Printing Services	1			1
1712-Training Instruction	1			1
1750-Instructional Systems	2			1
1801-General Inspection, Investigation, and Compliance	2		1	2
18-Safety and Occupational Health Management	3		1	3
201-Human Resources Management	37	11	8	34
203-Human Resources Assistance	2	1	1	2
2101-Transportation Specialist	1			
2210-Information Technology Management	25	1	9	25
28-Environmental Protection Specialist	1			1
301-Miscellaneous Administration and Program	21	7	7	20
303-Miscellaneous Clerk and Assistant	2	2		2
306-Government Information Specialist	3	2	1	3
318-Secretary	2	1	1	2
326-Office Automation Clerical and Assistance	2	1		2
340-Program Management	7	2	2	7
341-Administrative Officer	2		1	2
342-Support Services Administration	11	6	3	11
343-Management and Program Analysis	106	21	24	99
344-Management and Program Clerical and Assistance	1			1
351-Printing Clerical	1		1	1
391-Telecommunications	1	1		1

510-Accounting	4	1	1	4
511-Auditing	5	2	2	5
690-Industrial Hygiene	1	1		1
801-General Engineering	1			1
804-Fire Protection Engineering	2		1	1
808-Architecture	5	2		4
80-Security Administration	18	2	4	17
810-Civil Engineering	1	1		1
819-Environmental Engineering	1			1
830-Mechanical Engineering	4		1	3
850-Electrical Engineering	1			1
905-General Attorney	26	2	7	23
935-Administrative Law Judge	3		2	3
950-Paralegal Specialist	1		1	1
#N/A	2		1	2
Grand Total	698	121	164	643

OAR	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANN ARBOR, MICHIGAN	282	46	73
1102-Contracting	1		
110-Economist	3		
1301-General Physical Science	21	1	8
1320-Chemistry	7	3	
1399-Physical Science Student Trainee	1		
1550-Computer Science	4	2	
1640-Facility Operations Services	4		
1801-General Inspection, Investigation, and Compliance	14	2	3
1910-Quality Assurance	1		
201-Human Resources Management	2		
2210-Information Technology Management	8	1	2
28-Environmental Protection Specialist	51	11	16
301-Miscellaneous Administration and Program	13	2	3
318-Secretary	1		1
343-Management and Program Analysis	11		1
4714-Model Making	1		
801-General Engineering	21	2	4
802-Engineering Technical	12	2	4
803-Safety Engineering	1	1	
819-Environmental Engineering	14	2	5
830-Mechanical Engineering	62	12	19
850-Electrical Engineering	4	2	
854-Computer Engineering	2		1
893-Chemical Engineering	12	3	6
899-Engineering and Architecture Student Trainee	4		
905-General Attorney	3		
99-General Student Trainee	4		
ANNAPOLIS, MARYLAND	1		
343-Management and Program Analysis	1		
AUTAUGA, ALABAMA	1		
1320-Chemistry	1		
DALLAS, TEXAS	1		
1301-General Physical Science	1		
DURHAM, NORTH CAROLINA	345	54	78
1035-Public Affairs	1		
1101-General Business and Industry	7	1	
110-Economist	9	1	
1301-General Physical Science	66	13	4
1530-Statistics	6		1
2210-Information Technology Management	9	1	
28-Environmental Protection Specialist	112	15	32

	# of Targeted Positions													
	by Grade													
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
248														
1														
1														
16														
5														
4														
2														
14														
1														
2														
8														
50														
11														
1														
11														
1														
21														
8														
1														
13														
57														
4														
2														
12														
2														
1														
1														
1														
1														
294														
1														
7														
7														
49														
4														
8														
98														

301-Miscellaneous Administration and Program	27	8	7
306-Government Information Specialist	1		
340-Program Management	7	2	3
343-Management and Program Analysis	14	3	3
401-General Natural Resources Management and Biological Sciences	3		
408-Ecology	1		
501-Financial Administration and Program	1		1
560-Budget Analysis	2		1
601-General Health Science	12	1	1
819-Environmental Engineering	64	9	25
893-Chemical Engineering	3		
LAS VEGAS, NEVADA	23	8	3
1102-Contracting	1		
1301-General Physical Science	10	4	1
1306-Health Physics	1		
2210-Information Technology Management	1		
28-Environmental Protection Specialist	5	2	1
303-Miscellaneous Clerk and Assistant	1	1	
343-Management and Program Analysis	2	1	1
690-Industrial Hygiene	1		
819-Environmental Engineering	1		
MONTGOMERY, ALABAMA	39	9	10
1102-Contracting	1		
1301-General Physical Science	25	7	7
1306-Health Physics	1		
1320-Chemistry	6	1	2
1529-Mathematical Statistics	1		1
1640-Facility Operations Services	1		
2210-Information Technology Management	2		
318-Secretary	1	1	
690-Industrial Hygiene	1		
SAN DIEGO, CALIFORNIA	1	1	
301-Miscellaneous Administration and Program	1	1	
WASHINGTON NAVY YARD, DC	1		
1301-General Physical Science	1		
WASHINGTON, DC	450	66	107
1035-Public Affairs	21		2
1102-Contracting	4		
110-Economist	18	3	2
1301-General Physical Science	43	9	4
1306-Health Physics	5	1	2
1320-Chemistry	3		2
1350-Geology	2		
1515-Operations Research	1	1	
1530-Statistics	2	1	
1550-Computer Science	1		
1801-General Inspection, Investigation, and Compliance	1		

2210-Information Technology Management	9	2	3
28-Environmental Protection Specialist	160	8	36
301-Miscellaneous Administration and Program	18	5	7
303-Miscellaneous Clerk and Assistant	1	1	
318-Secretary	6	1	3
340-Program Management	6	2	1
341-Administrative Officer	1	1	
343-Management and Program Analysis	89	20	28
344-Management and Program Clerical and Assistance	3	2	1
399-Administration and Office Support Student Trainee	1		
401-General Natural Resources Management and Biological Sciences	6	2	
408-Ecology	1		
801-General Engineering	3		1
819-Environmental Engineering	33	5	11
830-Mechanical Engineering	2		1
861-Aerospace Engineering	1		
893-Chemical Engineering	2	1	
905-General Attorney	4	1	2
99-General Student Trainee	2		
#N/A	1		1
Grand Total	1144	184	271

9															
137															
18															
1															
6															
5															
1															
86															
3															
6															
1															
3															
31															
2															
1															
2															
4															
1															
1002															

OCFO	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
CHAMPAIGN, ILLINOIS	1			1
1160-Financial Analysis	1			1
CINCINNATI, OHIO	6		1	6
2210-Information Technology Management	1			1
501-Financial Administration and Program	3			3
510-Accounting	2		1	2
DURHAM, NORTH CAROLINA	57	8	16	51
2210-Information Technology Management	12	1	7	12
2299-Information Technology Student Trainee	1			
301-Miscellaneous Administration and Program	1			1
343-Management and Program Analysis	2		1	2
399-Administration and Office Support Student Trainee	3			
501-Financial Administration and Program	22	4	6	21
510-Accounting	16	3	2	15
LAS VEGAS, NEVADA	19	3	7	15
2210-Information Technology Management	1			
318-Secretary	1			1
501-Financial Administration and Program	12	2	5	9
503-Financial Clerical and Assistance	1			1
510-Accounting	4	1	2	4
NORWOOD, OHIO	44	5	6	43
343-Management and Program Analysis	2		1	2
501-Financial Administration and Program	20	3	1	19
510-Accounting	21	2	4	21
599-Financial Management Student Trainee	1			1
WASHINGTON, DC	186	35	53	167
1035-Public Affairs	1			1
1160-Financial Analysis	1			1
2210-Information Technology Management	31	2	8	28
301-Miscellaneous Administration and Program	3	2	1	3
303-Miscellaneous Clerk and Assistant	1	1		1
318-Secretary	3	3		2
340-Program Management	1	1		1
341-Administrative Officer	2		2	2
343-Management and Program Analysis	81	13	18	73
399-Administration and Office Support Student Trainee	1			
501-Financial Administration and Program	18	2	9	18
503-Financial Clerical and Assistance	1	1		1
510-Accounting	33	8	12	29
560-Budget Analysis	4	2		4
599-Financial Management Student Trainee	2			
905-General Attorney	1		1	1

[illegible]

#N/A	2		2	2
Grand Total	313	51	83	283

OECA	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ALBUQUERQUE, NEW MEXICO	1		
819-Environmental Engineering	1		
ANCHORAGE, ALASKA	3		
1811-Criminal Investigating	3		
ARLINGTON, VIRGINIA	3		
1811-Criminal Investigating	3		
ATLANTA, GEORGIA	8	2	
1301-General Physical Science	1		
1811-Criminal Investigating	7	2	
BALTIMORE, MARYLAND	2		
1811-Criminal Investigating	2		
BATON ROUGE, LOUISIANA	2		
1811-Criminal Investigating	2		
BISMARCK, NORTH DAKOTA	2		
1811-Criminal Investigating	2		
BOISE, IDAHO	2	1	
1811-Criminal Investigating	2	1	
BOSTON, MASSACHUSETTS	8	4	
1811-Criminal Investigating	6	3	
301-Miscellaneous Administration and Program	1	1	
905-General Attorney	1		
BRUNSWICK, GEORGIA	3		1
1811-Criminal Investigating	2		
343-Management and Program Analysis	1		1
BUFFALO, NEW YORK	2		
1811-Criminal Investigating	2		
CHARLESTON, WEST VIRGINIA	1	1	
1811-Criminal Investigating	1	1	
CHARLOTTE, NORTH CAROLINA	2		
1811-Criminal Investigating	2		
CHICAGO, ILLINOIS	7	1	
1301-General Physical Science	1		
1811-Criminal Investigating	5	1	
893-Chemical Engineering	1		
CLEVELAND, OHIO	6	1	1
1811-Criminal Investigating	5	1	
301-Miscellaneous Administration and Program	1		1
DALLAS, TEXAS	8	1	1
1301-General Physical Science	1		
1811-Criminal Investigating	6	1	
301-Miscellaneous Administration and Program	1		1
DENVER, COLORADO	15	2	2

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
2															
2															
3															
3															
8															
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7															
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1															
6															
5															
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8															
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6															
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15															

1811-Criminal Investigating	6	1	
28-Environmental Protection Specialist	1		1
341-Administrative Officer	1		
819-Environmental Engineering	2		1
893-Chemical Engineering	1		
905-General Attorney	3		
986-Legal Assistance	1	1	
DETROIT, MICHIGAN	2		
1811-Criminal Investigating	2		
DURHAM, NORTH CAROLINA	1		
1811-Criminal Investigating	1		
EDISON, NEW JERSEY	6	3	
1301-General Physical Science	1	1	
1801-General Inspection, Investigation, and Compliance	1		
1811-Criminal Investigating	4	2	
GLYNCO, GEORGIA	3	2	
1811-Criminal Investigating	2	1	
301-Miscellaneous Administration and Program	1	1	
GREENSBORO, NORTH CAROLINA	1		
343-Management and Program Analysis	1		
GULF BREEZE, FLORIDA	3		
1811-Criminal Investigating	3		
HELENA, MONTANA	2	1	
1811-Criminal Investigating	2	1	
HONOLULU, HAWAII	2	1	
1811-Criminal Investigating	2	1	
HOUSTON, TEXAS	6	2	
1811-Criminal Investigating	5	1	
301-Miscellaneous Administration and Program	1	1	
INDIANAPOLIS, INDIANA	1		
1811-Criminal Investigating	1		
JACKSONVILLE, FLORIDA	8	2	
1811-Criminal Investigating	7	2	
301-Miscellaneous Administration and Program	1		
KANSAS CITY, KANSAS	1		
1811-Criminal Investigating	1		
KNOXVILLE, TENNESSEE	2	1	
1811-Criminal Investigating	2	1	
LAKEWOOD, COLORADO	79	23	23
1083-Technical Writing and Editing	1	1	
1301-General Physical Science	5	1	
1311-Physical Science Technician	1	1	
1320-Chemistry	27	11	7
1530-Statistics	1		
1601-Equipment, Facilities, and Services	1		
1801-General Inspection, Investigation, and Compliance	1		
1811-Criminal Investigating	2	1	

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77																	
1																	
5																	
1																	
26																	
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2210-Information Technology Management	7	1	3
28-Environmental Protection Specialist	2	1	
301-Miscellaneous Administration and Program	3	2	1
340-Program Management	4		2
343-Management and Program Analysis	3	2	
344-Management and Program Clerical and Assistance	1		1
415-Toxicology	1		
819-Environmental Engineering	11	1	8
830-Mechanical Engineering	1		
893-Chemical Engineering	2		
905-General Attorney	5	1	1
LENEXA, KANSAS	9	3	
1811-Criminal Investigating	6	1	
301-Miscellaneous Administration and Program	1		
343-Management and Program Analysis	1	1	
905-General Attorney	1	1	
LOS ANGELES, CALIFORNIA	5	1	1
1811-Criminal Investigating	4	1	
301-Miscellaneous Administration and Program	1		1
LOUISVILLE, KENTUCKY	1		
1811-Criminal Investigating	1		
MIAMI, FLORIDA	3	1	
1811-Criminal Investigating	2	1	
905-General Attorney	1		
MIAMI-DADE, FLORIDA	1	1	
1811-Criminal Investigating	1	1	
MINNEAPOLIS, MINNESOTA	2		
1811-Criminal Investigating	2		
MISSOULA, MONTANA	1		
1811-Criminal Investigating	1		
NASHVILLE, TENNESSEE	2		
1811-Criminal Investigating	2		
NEW HAVEN, CONNECTICUT	2	1	
1811-Criminal Investigating	2	1	
NEW YORK, NEW YORK	6	2	
1811-Criminal Investigating	5	2	
301-Miscellaneous Administration and Program	1		
PHILADELPHIA, PENNSYLVANIA	6	3	
1811-Criminal Investigating	5	3	
301-Miscellaneous Administration and Program	1		
PHOENIX, ARIZONA	2	1	1
1811-Criminal Investigating	1	1	
301-Miscellaneous Administration and Program	1		1
PORTLAND, OREGON	2		
1811-Criminal Investigating	2		
SACRAMENTO, CALIFORNIA	1		
1811-Criminal Investigating	1		

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SALT LAKE CITY,UTAH	2		
1811-Criminal Investigating	2		
SAN DIEGO,CALIFORNIA	1		
1811-Criminal Investigating	1		
SAN FRANCISCO,CALIFORNIA	8	4	
1301-General Physical Science	1	1	
1811-Criminal Investigating	6	2	
301-Miscellaneous Administration and Program	1	1	
SAN JUAN,PUERTO RICO	2		
1811-Criminal Investigating	2		
SEATTLE,WASHINGTON	7	2	
1801-General Inspection, Investigation, and Compliance	1	1	
1811-Criminal Investigating	5	1	
301-Miscellaneous Administration and Program	1		
ST LOUIS,MISSOURI	2		
1811-Criminal Investigating	2		
SYRACUSE,NEW YORK	3	1	
1811-Criminal Investigating	3	1	
TAMPA,FLORIDA	2	1	
1811-Criminal Investigating	2	1	
WASHINGTON,DC	466	107	134
1001-General Arts and Information	2		
1035-Public Affairs	1	1	
110-Economist	1		
1160-Financial Analysis	1		
1301-General Physical Science	25	6	4
1350-Geology	1	1	
1412-Technical Information Services	1		
1529-Mathematical Statistics	1		1
1801-General Inspection, Investigation, and Compliance	2	1	
1811-Criminal Investigating	16	2	
2210-Information Technology Management	26	9	6
28-Environmental Protection Specialist	66	14	24
301-Miscellaneous Administration and Program	14	5	7
306-Government Information Specialist	1		
308-Records Management	3		1
318-Secretary	2		1
340-Program Management	7	2	3
341-Administrative Officer	5		1
343-Management and Program Analysis	96	24	33
401-General Natural Resources Management and Biological Sciences	5	1	1
560-Budget Analysis	1		
819-Environmental Engineering	18	4	8
893-Chemical Engineering	6	1	4
905-General Attorney	164	36	39
950-Paralegal Specialist	1		1
WHEELING,WEST VIRGINIA	2		

2															
2															
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1															
8															
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6															
1															
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14															
1															
3															
2															
6															
4															
88															
2															
1															
17															
6															
145															
1															
2															

1811-Criminal Investigating	2		
Grand Total	730	176	164

2																
686																

OIG	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8
ARLINGTON,VIRGINIA	7	1	1	7		
1811-Criminal Investigating	5	1		5		
2210-Information Technology Management	2		1	2		
ATLANTA,GEORGIA	14	3	1	13		
1811-Criminal Investigating	4			4		
343-Management and Program Analysis	4	2		3		
511-Auditing	6	1	1	6		
BOSTON,MASSACHUSETTS	9	2	4	9		
1811-Criminal Investigating	1			1		
2210-Information Technology Management	1		1	1		
303-Miscellaneous Clerk and Assistant	1		1	1		
343-Management and Program Analysis	3	1	1	3		
511-Auditing	3	1	1	3		
CHICAGO,ILLINOIS	23	1	5	22		
101-Social Science	2	1		2		
1811-Criminal Investigating	3			3		
201-Human Resources Management	1		1	1		
2210-Information Technology Management	1		1	1		
343-Management and Program Analysis	6		2	6		
511-Auditing	7		1	6		
601-General Health Science	3			3		
CINCINNATI,OHIO	8	1	1	6		
343-Management and Program Analysis	2			2		
511-Auditing	4	1	1	4		
599-Financial Management Student Trainee	2					
DALLAS,TEXAS	8	1	2	8		
1811-Criminal Investigating	3	1		3		
343-Management and Program Analysis	1			1		
511-Auditing	4		2	4		
DENVER,COLORADO	11	3	1	10		
1811-Criminal Investigating	3	1		2		
343-Management and Program Analysis	4		1	4		
511-Auditing	3	1		3		
801-General Engineering	1	1		1		
DURHAM,NORTH CAROLINA	17	3	3	15		
101-Social Science	1			1		
1811-Criminal Investigating	2	1		2		
303-Miscellaneous Clerk and Assistant	1		1	1		
343-Management and Program Analysis	4	1		4		
511-Auditing	9	1	2	7		
KANSAS CITY,KANSAS	2		1	2		
343-Management and Program Analysis	1			1		

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511-Auditing	1		1	1		
LENEXA, KANSAS	5	1	2	5		
343-Management and Program Analysis	4	1	2	4		
511-Auditing	1			1		
NEW YORK, NEW YORK	8	3	1	8		
1301-General Physical Science	1			1		
1811-Criminal Investigating	3	2		3		
343-Management and Program Analysis	2	1		2		
511-Auditing	1		1	1		
601-General Health Science	1			1		
NORWOOD, OHIO	2		1	2		
343-Management and Program Analysis	1			1		
511-Auditing	1		1	1		
PHILADELPHIA, PENNSYLVANIA	16	1	3	16		
101-Social Science	1			1		
1035-Public Affairs	1	1		1		
1811-Criminal Investigating	1			1		
2210-Information Technology Management	1		1	1		
343-Management and Program Analysis	6			6		
511-Auditing	5		2	5		
601-General Health Science	1			1		
SAN FRANCISCO, CALIFORNIA	12	2	2	11		
1301-General Physical Science	1			1		
1811-Criminal Investigating	3			2		
343-Management and Program Analysis	2	1		2		
511-Auditing	5	1	2	5		
601-General Health Science	1			1		
SEATTLE, WASHINGTON	9	2	3	9		
101-Social Science	1			1		
1320-Chemistry	1	1		1		
1811-Criminal Investigating	2			2		
343-Management and Program Analysis	2	1		2		
511-Auditing	3		3	3		
WASHINGTON, DC	121	19	27	107		
1035-Public Affairs	4			4		
1082-Writing and Editing	2			2		
1102-Contracting	1	1		1		
1811-Criminal Investigating	18	2	1	17		
201-Human Resources Management	4		1	4		
2210-Information Technology Management	16	1	2	13		
301-Miscellaneous Administration and Program	4	1		4		
340-Program Management	4	1	2	4		
341-Administrative Officer	2	1	1	2		
343-Management and Program Analysis	15	1	4	11		
415-Toxicology	1		1	1		
511-Auditing	37	8	13	34		
560-Budget Analysis	2		1	1		

819-Environmental Engineering	1			1		
905-General Attorney	10	3	1	8		
WINCHESTER, TENNESSEE	1	1		1		
1811-Criminal Investigating	1	1		1		
Grand Total	273	44	58	251		

OITA	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8
ARLINGTON,VIRGINIA	1			1		
301-Miscellaneous Administration and Program	1			1		
WASHINGTON,DC	73	12	19	69		
2210-Information Technology Management	1			1		
28-Environmental Protection Specialist	5	1		5		
301-Miscellaneous Administration and Program	45	6	12	41		
303-Miscellaneous Clerk and Assistant	2	2		2		
340-Program Management	5	2	3	5		
343-Management and Program Analysis	15	1	4	15		
Grand Total	74	12	19	70		

# of Targeted Positions												
by Grade												
9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments	

AO	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
BOSTON, MASSACHUSETTS	1	1	
301-Miscellaneous Administration and Program	1	1	
CINCINNATI, OHIO	1	1	
260-Equal Employment Opportunity	1	1	
DURHAM, NORTH CAROLINA	3	1	1
260-Equal Employment Opportunity	2	1	
28-Environmental Protection Specialist	1		1
LAS VEGAS, NEVADA	1		
260-Equal Employment Opportunity	1		
LOS ANGELES, CALIFORNIA	1		
343-Management and Program Analysis	1		
PRINCETON, NEW JERSEY	1		
893-Chemical Engineering	1		
SAN FRANCISCO, CALIFORNIA	1		
28-Environmental Protection Specialist	1		
WASHINGTON, DC	335	72	79
1001-General Arts and Information	13	3	
101-Social Science	1		
1035-Public Affairs	13	1	3
1060-Photography	1	1	
1071-Audiovisual Production	2		
1082-Writing and Editing	1		
1084-Visual Information	1		
1101-General Business and Industry	3		2
110-Economist	28	3	4
1301-General Physical Science	11	5	3
132-Intelligence	2		1
1811-Criminal Investigating	1		
2210-Information Technology Management	5		1
260-Equal Employment Opportunity	11	3	2
28-Environmental Protection Specialist	42	7	11
301-Miscellaneous Administration and Program	67	19	16
303-Miscellaneous Clerk and Assistant	5	2	
308-Records Management	1		1
326-Office Automation Clerical and Assistance	3	1	
340-Program Management	16	2	5
343-Management and Program Analysis	83	19	26
401-General Natural Resources Management and Biological Sciences	5	2	1
415-Toxicology	1	1	
560-Budget Analysis	1	1	
601-General Health Science	4		
819-Environmental Engineering	4		2

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
1															
1															
3															
2															
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40															
56															
5															
1															
3															
9															
79															
5															
1															
1															
2															
3															

905-General Attorney	8	1	1
#N/A	2	1	
Grand Total	344	75	80

5															
1															
311															

OEI	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
ATLANTA, GEORGIA	1			1
2210-Information Technology Management	1			1
BOSTON, MASSACHUSETTS	1			1
2210-Information Technology Management	1			1
CINCINNATI, OHIO	1	1		1
343-Management and Program Analysis	1	1		1
DENVER, COLORADO	1		1	1
2210-Information Technology Management	1		1	1
DURHAM, NORTH CAROLINA	63	16	14	57
1101-General Business and Industry	1			1
1301-General Physical Science	1	1		1
2210-Information Technology Management	47	10	11	41
301-Miscellaneous Administration and Program	2			2
340-Program Management	1	1		1
343-Management and Program Analysis	8	2	3	8
501-Financial Administration and Program	1	1		1
510-Accounting	1	1		1
#N/A	1			1
LAS VEGAS, NEVADA	1	1		1
2210-Information Technology Management	1	1		1
NEW YORK, NEW YORK	1			1
2210-Information Technology Management	1			1
PHILADELPHIA, PENNSYLVANIA	1			
2210-Information Technology Management	1			
SEATTLE, WASHINGTON	2			2
2210-Information Technology Management	2			2
WASHINGTON, DC	270	53	66	247
1035-Public Affairs	1			
1101-General Business and Industry	3			3
1301-General Physical Science	1	1		1
1529-Mathematical Statistics	1	1		1
2210-Information Technology Management	92	17	15	82
28-Environmental Protection Specialist	14	3	2	14
301-Miscellaneous Administration and Program	20	2	5	18
306-Government Information Specialist	7	4	2	7
308-Records Management	4	1	1	4
318-Secretary	2		1	1
335-Computer Clerk and Assistant	1			
340-Program Management	5	2	1	5
341-Administrative Officer	1			1
343-Management and Program Analysis	104	20	35	98
399-Administration and Office Support Student Trainee	1			1

501-Financial Administration and Program	1	1		1
510-Accounting	3	1	1	3
560-Budget Analysis	6		3	6
905-General Attorney	1			1
#N/A	2			
Grand Total	342	71	81	312

OGC	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
CINCINNATI, OHIO	2		1	2
905-General Attorney	2		1	2
DURHAM, NORTH CAROLINA	2	2		2
905-General Attorney	2	2		2
SAN DIEGO, CALIFORNIA	1		1	1
905-General Attorney	1		1	1
WASHINGTON, DC	223	35	49	178
1222-Patent Attorney	1		1	1
1860-Equal Opportunity Investigation	1	1		1
2210-Information Technology Management	4		1	4
28-Environmental Protection Specialist	3	1		2
301-Miscellaneous Administration and Program	13	4	3	13
306-Government Information Specialist	1			1
340-Program Management	2	1	1	2
341-Administrative Officer	1			1
343-Management and Program Analysis	8	1		7
344-Management and Program Clerical and Assistance	9	1	2	4
360-Equal Opportunity Compliance	2	1	1	2
560-Budget Analysis	1			1
905-General Attorney	173	25	37	136
950-Paralegal Specialist	2		1	1
#N/A	2		2	2
Grand Total	228	37	51	183

[illegible]

OLEM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ARLINGTON,VIRGINIA	269	65	71
1035-Public Affairs	4		
110-Economist	9		1
1301-General Physical Science	35	11	7
1320-Chemistry	5	1	2
1350-Geology	2	1	
2210-Information Technology Management	13	1	3
28-Environmental Protection Specialist	74	19	25
301-Miscellaneous Administration and Program	3	2	1
303-Miscellaneous Clerk and Assistant	2	2	
318-Secretary	1		
340-Program Management	9	3	5
343-Management and Program Analysis	64	17	16
344-Management and Program Clerical and Assistance	2		1
401-General Natural Resources Management and Biological Sciences	7		
415-Toxicology	1		
601-General Health Science	5	1	1
819-Environmental Engineering	22	4	6
881-Petroleum Engineering	1	1	
893-Chemical Engineering	10	2	3
ATHENS,GEORGIA	1	1	
1301-General Physical Science	1	1	
BOSTON,MASSACHUSETTS	3	1	
28-Environmental Protection Specialist	2	1	
819-Environmental Engineering	1		
CINCINNATI,OHIO	7	3	2
1301-General Physical Science	2	1	
1306-Health Physics	2	1	1
28-Environmental Protection Specialist	1		1
401-General Natural Resources Management and Biological Sciences	1	1	
819-Environmental Engineering	1		
DENVER,COLORADO	1		
819-Environmental Engineering	1		
DURHAM,NORTH CAROLINA	4	1	
1320-Chemistry	1	1	
343-Management and Program Analysis	1		
830-Mechanical Engineering	1		
893-Chemical Engineering	1		
EDISON,NEW JERSEY	20	7	2
1301-General Physical Science	12	4	1
1320-Chemistry	4	2	
343-Management and Program Analysis	2	1	

		# of Targeted Positions													
		by Grade													
VSIP		1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
234															
4															
3															
32															
4															
2															
12															
71															
3															
2															
1															
8															
59															
2															
1															
4															
18															
1															
7															
1															
1															
3															
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1															
1															
1															
1															
4															
1															
1															
1															
1															
17															
10															
3															
2															

401-General Natural Resources Management and Biological Sciences	1		1
819-Environmental Engineering	1		
ERLANGER,KENTUCKY	1		
343-Management and Program Analysis	1		
KANSAS CITY,KANSAS	1		
1320-Chemistry	1		
LAS VEGAS,NEVADA	11	2	2
1301-General Physical Science	7	1	1
1320-Chemistry	1		
343-Management and Program Analysis	1	1	
690-Industrial Hygiene	1		
819-Environmental Engineering	1		1
LENEXA,KANSAS	2	1	1
1301-General Physical Science	1		1
801-General Engineering	1	1	
NORFOLK,VIRGINIA	1		
1301-General Physical Science	1		
WASHINGTON,DC	173	32	56
1035-Public Affairs	1		
110-Economist	1		
1301-General Physical Science	13	1	3
1320-Chemistry	1	1	
2210-Information Technology Management	4		4
28-Environmental Protection Specialist	46	3	15
301-Miscellaneous Administration and Program	6	2	3
318-Secretary	2		1
340-Program Management	4		2
343-Management and Program Analysis	76	20	23
401-General Natural Resources Management and Biological Sciences	3		
415-Toxicology	2		1
560-Budget Analysis	1	1	
601-General Health Science	1		1
819-Environmental Engineering	3	1	1
893-Chemical Engineering	6	1	1
#N/A	3	2	1
Grand Total	494	113	134

1															
1															
1															
1															
1															
1															
9															
5															
1															
1															
1															
1															
2															
1															
1															
1															
1															
170															
1															
13															
1															
4															
46															
6															
2															
4															
75															
2															
2															
1															
1															
3															
6															
3															
451															

ORD	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ADA, OKLAHOMA	44	12	9
1102-Contracting	2		2
1301-General Physical Science	14	3	1
1311-Physical Science Technician	2		
1315-Hydrology	7	2	3
1316-Hydrologic Technician	2		
1320-Chemistry	1		
1350-Geology	1		
301-Miscellaneous Administration and Program	2	1	
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	3	2	1
408-Ecology	3	1	1
470-Soil Science	2	1	
819-Environmental Engineering	2	1	
893-Chemical Engineering	1		1
899-Engineering and Architecture Student Trainee	1		
ANN ARBOR, MICHIGAN	1		1
1301-General Physical Science	1		1
ARLINGTON, VIRGINIA	104	26	14
1035-Public Affairs	1		
110-Economist	1	1	
1301-General Physical Science	21	5	3
1315-Hydrology	1	1	
150-Geography	1		
1529-Mathematical Statistics	5	1	1
1530-Statistics	5	2	
2210-Information Technology Management	1		
28-Environmental Protection Specialist	2	1	
301-Miscellaneous Administration and Program	9	3	2
340-Program Management	3	2	1
341-Administrative Officer	2	1	1
343-Management and Program Analysis	12	4	4
401-General Natural Resources Management and Biological Sciences	16	2	
408-Ecology	5		1
415-Toxicology	7	2	
601-General Health Science	9	1	
819-Environmental Engineering	3		1
ATHENS, GEORGIA	38	12	2
1301-General Physical Science	3	2	1
1315-Hydrology	1		
1320-Chemistry	11	4	
1550-Computer Science	2	1	

	# of Targeted Positions													
	by Grade													
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
42														
2														
13														
2														
7														
2														
1														
1														
2														
1														
3														
3														
2														
2														
1														
1														
1														
97														
1														
1														
21														
1														
1														
5														
5														
1														
2														
9														
3														
2														
10														
14														
5														
7														
6														
3														
37														
3														
1														
11														
2														

1640-Facility Operations Services	1	1	
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		
340-Program Management	1		
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	4	2	
403-Microbiology	1		1
408-Ecology	3	1	
415-Toxicology	1		
560-Budget Analysis	1		
819-Environmental Engineering	4	1	
854-Computer Engineering	1		
ATLANTA,GEORGIA	2		2
301-Miscellaneous Administration and Program	1		1
819-Environmental Engineering	1		1
BOSTON,MASSACHUSETTS	4	1	
1301-General Physical Science	1		
28-Environmental Protection Specialist	1	1	
401-General Natural Resources Management and Biological Sciences	1		
819-Environmental Engineering	1		
CHAPEL HILL,NORTH CAROLI	33	12	3
1301-General Physical Science	2	1	
1320-Chemistry	1		1
1530-Statistics	1		
2210-Information Technology Management	1	1	
318-Secretary	1	1	
341-Administrative Officer	1		
401-General Natural Resources Management and Biological Sciences	11	3	2
403-Microbiology	1	1	
404-Biological Science Technician	1	1	
601-General Health Science	9	2	
602-Medical Officer	2	2	
610-Nurse	2		
CHICAGO,ILLINOIS	1		1
1301-General Physical Science	1		1
CINCINNATI,OHIO	313	83	56
1035-Public Affairs	4		2
110-Economist	4	1	
1301-General Physical Science	38	10	6
1306-Health Physics	2		1
1311-Physical Science Technician	5	2	1
1315-Hydrology	2		
1320-Chemistry	23	2	3
1515-Operations Research	1		
1529-Mathematical Statistics	2	2	
1530-Statistics	2	2	
18-Safety and Occupational Health Management	1		

2210-Information Technology Management	4	4	
28-Environmental Protection Specialist	4		
301-Miscellaneous Administration and Program	7	2	3
308-Records Management	1		
318-Secretary	4	2	1
340-Program Management	2		2
341-Administrative Officer	3	1	
343-Management and Program Analysis	24	6	9
401-General Natural Resources Management and Biological Sciences	51	13	3
403-Microbiology	23	7	2
404-Biological Science Technician	5	1	
408-Ecology	10	2	
415-Toxicology	8	2	1
440-Genetics	1		
470-Soil Science	2		1
499-Biological Science Student Trainee	1		
560-Budget Analysis	6	4	
601-General Health Science	5	3	1
690-Industrial Hygiene	2		
801-General Engineering	4		2
802-Engineering Technical	5		1
80-Security Administration	1	1	
819-Environmental Engineering	34	12	6
830-Mechanical Engineering	3	2	1
854-Computer Engineering	1		1
893-Chemical Engineering	17	2	9
899-Engineering and Architecture Student Trainee	1		
CORVALLIS, OREGON	46	19	2
110-Economist	1		
1301-General Physical Science	3	3	
1320-Chemistry	1	1	
1530-Statistics	3	2	
1550-Computer Science	1		
1640-Facility Operations Services	1		
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		
28-Environmental Protection Specialist	1	1	
301-Miscellaneous Administration and Program	2	1	
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	10	3	
408-Ecology	13	7	1
435-Plant Physiology	2		1
470-Soil Science	1		
482-Fish Biology	1		
499-Biological Science Student Trainee	1		
501-Financial Administration and Program	1	1	
DALLAS, TEXAS	1		

1301-General Physical Science	1		
DENVER, COLORADO	5	1	
1301-General Physical Science	1		
301-Miscellaneous Administration and Program	1		
343-Management and Program Analysis	2		
601-General Health Science	1	1	
DULUTH, MINNESOTA	58	17	21
1301-General Physical Science	2	1	
1320-Chemistry	13	5	5
1640-Facility Operations Services	1		1
2210-Information Technology Management	1		
341-Administrative Officer	1		
343-Management and Program Analysis	2		1
401-General Natural Resources Management and Biological Sciences	23	5	11
404-Biological Science Technician	1	1	
408-Ecology	7	3	1
415-Toxicology	6	2	1
690-Industrial Hygiene	1		1
DURHAM, NORTH CAROLINA	530	138	110
101-Social Science	1		
1035-Public Affairs	4	1	1
1101-General Business and Industry	1		
1102-Contracting	1		
1301-General Physical Science	130	24	19
1306-Health Physics	3	1	
1311-Physical Science Technician	1		
1315-Hydrology	1		
1320-Chemistry	28	8	7
1350-Geology	1	1	
1399-Physical Science Student Trainee	1		
1412-Technical Information Services	2		
150-Geography	1		
1529-Mathematical Statistics	4	3	
1530-Statistics	3		1
1550-Computer Science	4		1
1640-Facility Operations Services	1	1	
180-Psychology	2		
184-Sociology	1		
2210-Information Technology Management	14	5	2
28-Environmental Protection Specialist	6	1	1
301-Miscellaneous Administration and Program	12	3	2
303-Miscellaneous Clerk and Assistant	1	1	
318-Secretary	1	1	
340-Program Management	6	2	3
341-Administrative Officer	8	4	2
343-Management and Program Analysis	55	8	27
399-Administration and Office Support Student Trainee	1		

401-General Natural Resources Management and Biological Sciences	117	34	33
403-Microbiology	3	1	
404-Biological Science Technician	1	1	
408-Ecology	7	2	1
413-Physiology	2	1	
415-Toxicology	30	9	3
560-Budget Analysis	13	2	
601-General Health Science	16	2	
602-Medical Officer	1	1	
690-Industrial Hygiene	2		
801-General Engineering	4	1	2
802-Engineering Technical	10	5	
819-Environmental Engineering	22	9	4
830-Mechanical Engineering	2	1	
856-Electronics Technical	1	1	
858-Bioengineering and Biomedical Engineering	1		1
893-Chemical Engineering	3	3	
#N/A	1	1	
EDISON, NEW JERSEY	8	5	2
1301-General Physical Science	1	1	
28-Environmental Protection Specialist	1	1	
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	1	1	
601-General Health Science	1	1	
819-Environmental Engineering	2		1
893-Chemical Engineering	1	1	
GROSSE ILE, MICHIGAN	2		
819-Environmental Engineering	2		
GULF BREEZE, FLORIDA	58	12	13
101-Social Science	1		
1102-Contracting	2	1	
1301-General Physical Science	1		
1320-Chemistry	2	1	1
150-Geography	1		
1601-Equipment, Facilities, and Services	1		1
1640-Facility Operations Services	1		1
2001-General Supply	1		1
2210-Information Technology Management	2		1
301-Miscellaneous Administration and Program	1		1
341-Administrative Officer	1		
343-Management and Program Analysis	2	1	1
401-General Natural Resources Management and Biological Sciences	23	5	3
403-Microbiology	5	2	2
404-Biological Science Technician	1		1
408-Ecology	10	2	
415-Toxicology	1		
560-Budget Analysis	1		

690-Industrial Hygiene	1		
GULF,FLORIDA	1	1	
401-General Natural Resources Management and Biological Sciences	1	1	
HAMPTON,VIRGINIA	1		1
819-Environmental Engineering	1		1
LAKEWOOD,COLORADO	1		
343-Management and Program Analysis	1		
LAS VEGAS,NEVADA	41	15	12
1102-Contracting	1		
1301-General Physical Science	13	6	3
1311-Physical Science Technician	1		
1320-Chemistry	7	2	2
1530-Statistics	1	1	
1550-Computer Science	1		1
1640-Facility Operations Services	1		
2210-Information Technology Management	2	1	
28-Environmental Protection Specialist	1		1
301-Miscellaneous Administration and Program	3	1	2
343-Management and Program Analysis	4	2	2
401-General Natural Resources Management and Biological Sciences	1	1	
408-Ecology	3	1	1
560-Budget Analysis	1		
690-Industrial Hygiene	1		
LENEXA,KANSAS	1		
1301-General Physical Science	1		
LOS ANGELES,CALIFORNIA	3		2
1301-General Physical Science	1		
1315-Hydrology	1		1
819-Environmental Engineering	1		1
NARRAGANSETT,RHODE ISLAN	66	27	17
1087-Editorial Assistance	1	1	
1102-Contracting	1	1	
110-Economist	2		
1301-General Physical Science	15	7	8
1311-Physical Science Technician	2		
1320-Chemistry	3	3	
1360-Oceanography	2	2	
1550-Computer Science	1	1	
1640-Facility Operations Services	2		1
2210-Information Technology Management	1	1	
301-Miscellaneous Administration and Program	1		
341-Administrative Officer	1		1
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	19	8	5
404-Biological Science Technician	1		
408-Ecology	10	2	2
560-Budget Analysis	1	1	

690-Industrial Hygiene	1		
NEW YORK, NEW YORK	1		
1301-General Physical Science	1		
NEWPORT, OREGON	10	4	
1301-General Physical Science	1		
1360-Oceanography	1		
150-Geography	1	1	
401-General Natural Resources Management and Biological Sciences	4	2	
408-Ecology	2		
482-Fish Biology	1	1	
NORWOOD, OHIO	1		
301-Miscellaneous Administration and Program	1		
OAKLAND, CALIFORNIA	1		
#N/A	1		
PHILADELPHIA, PENNSYLVANIA	1		
819-Environmental Engineering	1		
SAN FRANCISCO, CALIFORNIA	1		1
819-Environmental Engineering	1		1
SEATTLE, WASHINGTON	3		1
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	1		1
415-Toxicology	1		
SILVER SPRING, MARYLAND	1		
414-Entomology	1		
ST PAUL, MINNESOTA	1		
1301-General Physical Science	1		
ST PETERSBURG, FLORIDA	1		
408-Ecology	1		
WASHINGTON, DC	196	32	53
1035-Public Affairs	2		
1082-Writing and Editing	1		1
1101-General Business and Industry	2		1
1301-General Physical Science	31	4	11
1399-Physical Science Student Trainee	1		
190-General Anthropology	1		
2210-Information Technology Management	8		5
28-Environmental Protection Specialist	4	1	
301-Miscellaneous Administration and Program	18	4	6
318-Secretary	1	1	
340-Program Management	3	1	2
341-Administrative Officer	2		
343-Management and Program Analysis	56	6	13
344-Management and Program Clerical and Assistance	1		
399-Administration and Office Support Student Trainee	7		
401-General Natural Resources Management and Biological Sciences	28	9	4
403-Microbiology	1		
408-Ecology	1		

415-Toxicology	1		
501-Financial Administration and Program	2		1
560-Budget Analysis	12	1	6
601-General Health Science	3		1
602-Medical Officer	1		
801-General Engineering	1	1	
819-Environmental Engineering	6	3	1
#N/A	2	1	1
WILMINGTON, NORTH CAROLIN	1		1
2210-Information Technology Management	1		1
Grand Total	1580	417	324

1														
2														
12														
3														
1														
5														
2														
1														
1														
1463														

OCSP	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANN ARBOR, MICHIGAN	1		
401-General Natural Resources Management and Biological Sciences	1		
ARLINGTON, VIRGINIA	588	113	133
1001-General Arts and Information	1	1	
110-Economist	12	3	1
1301-General Physical Science	21	3	4
1320-Chemistry	62	17	12
150-Geography	1		
1529-Mathematical Statistics	1		
1530-Statistics	3		2
2210-Information Technology Management	20	3	8
28-Environmental Protection Specialist	142	25	33
301-Miscellaneous Administration and Program	20	3	7
303-Miscellaneous Clerk and Assistant	2	1	
306-Government Information Specialist	8	1	1
326-Office Automation Clerical and Assistance	1		1
340-Program Management	8	2	4
343-Management and Program Analysis	42	12	21
399-Administration and Office Support Student Trainee	1		
401-General Natural Resources Management and Biological Sciences	156	26	32
403-Microbiology	5	2	1
405-Pharmacology	2		
408-Ecology	3		
414-Entomology	7		
415-Toxicology	19	5	
430-Botany	1	1	
434-Plant Pathology	3	2	
440-Genetics	1	1	
471-Agronomy	2	1	1
482-Fish Biology	1		
486-Wildlife Biology	4		2
499-Biological Science Student Trainee	2		
560-Budget Analysis	1		
601-General Health Science	5	1	
690-Industrial Hygiene	5		2
701-Veterinary Medical Science	1		
819-Environmental Engineering	8	3	1
905-General Attorney	1		
99-General Student Trainee	15		
#N/A	1		
ATHENS, GEORGIA	2		1
28-Environmental Protection Specialist	1		1

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
527															
1															
10															
17															
55															
1															
1															
3															
19															
130															
20															
2															
8															
1															
8															
42															
1															
142															
5															
2															
3															
5															
15															
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4															
2															
1															
3															
5															
1															
8															
3															
1															
2															
1															

401-General Natural Resources Management and Biological Sciences	1		
CANADA	1		
408-Ecology	1		
CHICAGO, ILLINOIS	1	1	
28-Environmental Protection Specialist	1	1	
DALLAS, TEXAS	4	1	
28-Environmental Protection Specialist	4	1	
DRAKESVILLE, IOWA	1		1
1320-Chemistry	1		1
DURHAM, NORTH CAROLINA	2		
1320-Chemistry	1		
560-Budget Analysis	1		
FORT MEADE, MARYLAND	18	5	4
1320-Chemistry	8	2	1
28-Environmental Protection Specialist	2	1	1
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	2		1
403-Microbiology	5	1	1
GAINESVILLE, FLORIDA	1		1
28-Environmental Protection Specialist	1		1
GULF BREEZE, FLORIDA	1		
1529-Mathematical Statistics	1		
NEW YORK, NEW YORK	1		
1320-Chemistry	1		
SAN FRANCISCO, CALIFORNIA	2	1	
28-Environmental Protection Specialist	1		
401-General Natural Resources Management and Biological Sciences	1	1	
SANTURCE, PUERTO RICO	1		1
1320-Chemistry	1		1
WASHINGTON, DC	370	82	84
1035-Public Affairs	2		1
1082-Writing and Editing	2	2	
110-Economist	9		2
1301-General Physical Science	18	4	
1320-Chemistry	22	6	5
1412-Technical Information Services	1	1	
1530-Statistics	1	1	
2210-Information Technology Management	18	5	2
28-Environmental Protection Specialist	114	24	22
301-Miscellaneous Administration and Program	26	9	10
303-Miscellaneous Clerk and Assistant	1	1	
306-Government Information Specialist	1		1
318-Secretary	1	1	
340-Program Management	9	1	8
341-Administrative Officer	2	1	
343-Management and Program Analysis	43	8	15
401-General Natural Resources Management and Biological Sciences	38	4	3

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1															
1															
4															
4															
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2															
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17															
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1															
1															
1															
2															
1															
1															
1															
1															
314															
2															
2															
6															
14															
18															
1															
1															
15															
99															
26															
1															
1															
1															
9															
2															
42															
21															

403-Microbiology	3	3	
408-Ecology	1	1	
415-Toxicology	20	3	1
482-Fish Biology	1		
501-Financial Administration and Program	1		1
560-Budget Analysis	2		2
601-General Health Science	2		1
690-Industrial Hygiene	2	1	
819-Environmental Engineering	4		2
893-Chemical Engineering	14	3	5
905-General Attorney	9	1	3
#N/A	3	2	
Grand Total	994	203	225

3															
1															
17															
1															
1															
2															
1															
2															
4															
12															
6															
3															
876															

Note: Max number of offers per series for all locations are listed under Washington DC

Office of Water		Total Non-Term Employees
ARLINGTON,VIRGINIA- OST		1
28-Environmental Protection Specialist		1
CINCINNATI,OHIO - OGWDW		31
1301-General Physical Science		3
28-Environmental Protection Specialist		4
318-Secretary		1
343-Management and Program Analysis		1
401-General Natural Resources Management and Biological Sciences		1
819-Environmental Engineering		8
1350-Geology		
601-General Health Science		
1320-Chemistry		
MONTCLAIR,NEW JERSEY - OGWDW		1
28-Environmental Protection Specialist		1
WASHINGTON,DC		547
28-Environmental Protection Specialist		167
OAA		
OGWDW		
OST		
OWM		
OWOW		
301-Miscellaneous Administration and Program		22
OAA		
OGWDW		
OST		
OWM		
OWOW		
303-Miscellaneous Clerk and Assistant - OWOW		1
340-Program Management		16
341-Administrative Officer - OGWDW		1
343-Management and Program Analysis		78
OAA		
OGWDW		
OST		
OWM		
OWOW		
344-Management and Program Clerical and Assistance- OGWDW		1
401-General Natural Resources Management and Biological Sciences		39
OGWDW		
OST		
OWM		

			# of Targeted Positions										
			by Grade										
Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers
		1											
		1					1					1	
2	4	30											
		3					2	1				3	
1	1	4					1	2				3	
		1			1							1	
		1					1					1	
		1						1				1	
	1	8					6		1			7	
							1					1	
							1					1	
							4	3				7	
		1											
		1						1				1	
101	90	470											
27	33	164										126	10
							2	3	2				
							8	14	6				
							1	11	4				
							12	14	6				
							17	16	10				
9	3	21										17	
						2	2	1	3				
					1	3							
					1	1							
						1	1						
								1					
1		1			1							1	
7	5	16											
	1							1				1	
21	24	74										59	
							4	5	4				
							7	2	2				
							4	1	2				
							6	7	3				
							5	4	3				
1		1			1							1	
4	3	24										18	
							2						
							6	3	2				
							1						

[illegible]

403-Microbiology	OWOW	6
	OGWDW	
408-Ecology (OWOW)	OST	8
415-Toxicology (OST)		3
801-General Engineering		1
819-Environmental Engineering		44
	OGWDW	
	OST	
	OWM	
	OWOW	
893-Chemical Engineering		5
	OST	
	OWM	
1301-General Physical Science		73
	OGWDW	
	OST	
	OWM	
	OWOW	
1315-Hydrology (OGWDW)		1
1320-Chemistry		4
	OGWDW	
	OST	
	OWOW	
1350-Geology (OGWDW)		2
1515-Operations Research (OST)		1
1529-Mathematical Statistics (OGWDW)		2
2210-Information Technology Management		28
	OAA	
	OGWDW	
	OST	
	OWM	
	OWOW	
110-Economist		10
	OAA	
	OGWDW	
	OST	
1160-Financial Analysis		12
560-Budget Analysis		3
	OST	
	OWOW	
601-General Health Science		3
	OGWDW	
	OST	
1109-Grants Management (OGWDW)		1
905-General Attorney		8

ED_001372_00004602-00077

301- Scientific & Senior Level Positions	OAA OGWDW OST OWOW	5
Grand Total		580

4		1										2	1
										2			
103	94	502			4	3	172	143	67		2	391	30

		1 supervisory

Region 1	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
BOSTON, MASSACHUSETTS	511	120	185
1035-Public Affairs	11	1	5
1101-General Business and Industry	2		
1102-Contracting	7		
1109-Grants Management	8	4	2
1160-Financial Analysis	2		1
1301-General Physical Science	72	18	22
1306-Health Physics	1		
1315-Hydrology	2		1
1350-Geology	1	1	
1399-Physical Science Student Trainee	1		
1810-General Investigating	1	1	
18-Safety and Occupational Health Management	2		
201-Human Resources Management	5	2	2
2210-Information Technology Management	19	4	6
260-Equal Employment Opportunity	1		
28-Environmental Protection Specialist	85	22	39
29-Environmental Protection Assistant	8	2	5
301-Miscellaneous Administration and Program	9	2	3
303-Miscellaneous Clerk and Assistant	2	1	
304-Information Receptionist	1	1	
306-Government Information Specialist	1		1
318-Secretary	4	1	1
326-Office Automation Clerical and Assistance	2	1	
340-Program Management	8	3	5
342-Support Services Administration	3	1	
343-Management and Program Analysis	13	3	5
344-Management and Program Clerical and Assistance	1		1
399-Administration and Office Support Student Trainee	1		
401-General Natural Resources Management and Biological Sciences	29	4	6
499-Biological Science Student Trainee	9		
501-Financial Administration and Program	9		3
510-Accounting	3		1
525-Accounting Technician	1		1
560-Budget Analysis	4	2	2
80-Security Administration	1		
819-Environmental Engineering	121	29	56
899-Engineering and Architecture Student Trainee	2		
905-General Attorney	54	17	17
950-Paralegal Specialist	3		
99-General Student Trainee	2		
CHELMSFORD, MASSACHUSETTS	4		

		# of Targeted Positions													
		by Grade													
VSIP		1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
473															
11															
2															
5															
7															
2															
70															
1															
2															
1															
1															
1															
5															
19															
1															
84															
8															
9															
2															
1															
1															
4															
2															
8															
3															
13															
1															
18															
2															
8															
3															
1															
4															
1															
116															
53															
3															
2															

1301-General Physical Science	2		
819-Environmental Engineering	2		
LEXINGTON, MASSACHUSETTS	1		1
819-Environmental Engineering	1		1
NORTH CHELMSFORD, MASSACH	51	17	15
1301-General Physical Science	11	6	1
1320-Chemistry	16	5	6
1399-Physical Science Student Trainee	1		
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	2		2
318-Secretary	1	1	
340-Program Management	1	1	
342-Support Services Administration	2		
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	5	3	
819-Environmental Engineering	8	1	4
899-Engineering and Architecture Student Trainee	1		
Grand Total	567	137	201

1															
1															
1															
1															
45															
10															
14															
1															
1															
2															
1															
1															
2															
1															
5															
7															
521															

Region 2	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ALBANY, NEW YORK	5	1	
1035-Public Affairs	1		
1301-General Physical Science	2	1	
819-Environmental Engineering	2		
BUFFALO, NEW YORK	1		
1301-General Physical Science	1		
EDISON, NEW JERSEY	143	34	45
1301-General Physical Science	66	15	29
1320-Chemistry	19	6	3
1350-Geology	1		1
28-Environmental Protection Specialist	4	1	
303-Miscellaneous Clerk and Assistant	2	2	
318-Secretary	4		2
401-General Natural Resources Management and Biological Sciences	20	3	3
403-Microbiology	4		
690-Industrial Hygiene	1		
801-General Engineering	2	1	
819-Environmental Engineering	19	6	6
830-Mechanical Engineering	1		1
GUAYNABO, PUERTO RICO	19	2	3
1035-Public Affairs	1		
1301-General Physical Science	6	1	
318-Secretary	2		2
819-Environmental Engineering	7	1	1
905-General Attorney	2		
#N/A	1		
NEW YORK, NEW YORK	582	159	181
1035-Public Affairs	14	3	4
1102-Contracting	9	4	2
1109-Grants Management	11	2	3
1160-Financial Analysis	1	1	
1301-General Physical Science	107	20	41
1306-Health Physics	2	1	
1315-Hydrology	4	3	
1320-Chemistry	1	1	
1350-Geology	15	9	2
1550-Computer Science	2		
1810-General Investigating	1		
201-Human Resources Management	7	2	2
2210-Information Technology Management	12	3	2
260-Equal Employment Opportunity	1		1
28-Environmental Protection Specialist	41	9	11

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
4															
1															
2															
1															
130															
63															
16															
1															
4															
2															
4															
14															
4															
1															
2															
18															
1															
16															
1															
6															
2															
6															
1															
542															
13															
9															
11															
1															
97															
2															
4															
1															
14															
2															
7															
12															
1															
41															

301-Miscellaneous Administration and Program	4	3	
303-Miscellaneous Clerk and Assistant	12	2	8
306-Government Information Specialist	3		2
308-Records Management	2		1
318-Secretary	26	3	14
326-Office Automation Clerical and Assistance	1	1	
340-Program Management	8	3	2
341-Administrative Officer	1	1	
342-Support Services Administration	1		
343-Management and Program Analysis	8	2	1
401-General Natural Resources Management and Biological Sciences	33	6	2
415-Toxicology	1	1	
501-Financial Administration and Program	4		1
505-Financial Management	1		
510-Accounting	9		5
525-Accounting Technician	3		2
560-Budget Analysis	5		4
801-General Engineering	1	1	
808-Architecture	1		
819-Environmental Engineering	147	45	51
901-General Legal and Kindred Administration	1		
905-General Attorney	76	30	17
950-Paralegal Specialist	5	3	2
963-Legal Instruments Examining	1		1
NEW YORK,NEW YORK	2		1
1035-Public Affairs	1		1
401-General Natural Resources Management and Biological Sciences	1		
NIAGARA FALLS,NEW YORK	1	1	
1035-Public Affairs	1	1	
SAN JUAN,PUERTO RICO	3	1	
510-Accounting	1		
819-Environmental Engineering	1	1	
905-General Attorney	1		
SANTURCE,PUERTO RICO	24	6	6
1301-General Physical Science	6	1	1
1350-Geology	1		
318-Secretary	1	1	
401-General Natural Resources Management and Biological Sciences	1		1
819-Environmental Engineering	14	4	4
905-General Attorney	1		
ST THOMAS,VIRGIN ISLANDS	2		1
401-General Natural Resources Management and Biological Sciences	1		
819-Environmental Engineering	1		1
STAMFORD,CONNECTICUT	1	1	
1301-General Physical Science	1	1	
VIEQUES, VIEQUES,PUERTO	1		1
819-Environmental Engineering	1		1

4																			
12																			
2																			
1																			
26																			
1																			
7																			
1																			
8																			
23																			
1																			
4																			
1																			
9																			
3																			
5																			
1																			
1																			
139																			
1																			
71																			
5																			
1																			
2																			
1																			
1																			
1																			
1																			
3																			
1																			
1																			
1																			
24																			
6																			
1																			
1																			
1																			
14																			
1																			
2																			
1																			
1																			
1																			
1																			
1																			
1																			

Grand Total	784	205	238
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726														
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Region 3	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANNAPOLIS JUNC, MARYLAND	1		
28-Environmental Protection Specialist	1		
ANNAPOLIS, MARYLAND	21	6	6
1035-Public Affairs	1		
1301-General Physical Science	5	1	3
28-Environmental Protection Specialist	9	1	3
318-Secretary	1	1	
340-Program Management	2	2	
341-Administrative Officer	1		
343-Management and Program Analysis	1	1	
819-Environmental Engineering	1		
BLUEMONT, VIRGINIA	1		
819-Environmental Engineering	1		
CHARLESTON, WEST VIRGINIA	2		
301-Miscellaneous Administration and Program	1		
905-General Attorney	1		
FORT MEADE, MARYLAND	45	11	9
1301-General Physical Science	16	5	4
1320-Chemistry	15	3	3
1399-Physical Science Student Trainee	1		
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		
301-Miscellaneous Administration and Program	2		1
342-Support Services Administration	1		
401-General Natural Resources Management and Biological Sciences	4	1	
819-Environmental Engineering	3	2	
905-General Attorney	1		1
HERNDON, VIRGINIA	1		1
905-General Attorney	1		1
PHILADELPHIA, PENNSYLVANIA	739	180	197
1035-Public Affairs	19	6	3
1101-General Business and Industry	1		
1102-Contracting	12	5	2
1109-Grants Management	11	4	3
1160-Financial Analysis	5	2	
1301-General Physical Science	154	26	28
1306-Health Physics	1		1
1315-Hydrology	1	1	
1340-Meteorology	1		
1350-Geology	5	1	2
1399-Physical Science Student Trainee	4		
1810-General Investigating	4	3	

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
20															
5															
9															
1															
2															
1															
1															
1															
1															
1															
1															
1															
2															
1															
1															
38															
16															
11															
1															
1															
1															
1															
1															
3															
3															
1															
1															
1															
643															
19															
1															
12															
9															
5															
130															
1															
1															
1															
5															
4															

18-Safety and Occupational Health Management	1		
201-Human Resources Management	12	3	1
2210-Information Technology Management	19	7	5
2299-Information Technology Student Trainee	2		
260-Equal Employment Opportunity	1		1
28-Environmental Protection Specialist	89	29	43
299-Human Resources Management Student Trainee	1		
29-Environmental Protection Assistant	1		1
301-Miscellaneous Administration and Program	13	2	6
303-Miscellaneous Clerk and Assistant	9	1	
306-Government Information Specialist	1		1
308-Records Management	1		
318-Secretary	18	3	9
326-Office Automation Clerical and Assistance	2	2	
340-Program Management	10	4	5
342-Support Services Administration	4	1	3
343-Management and Program Analysis	19	4	3
350-Equipment Operator	1	1	
401-General Natural Resources Management and Biological Sciences	75	5	4
408-Ecology	3	1	1
414-Entomology	1		
415-Toxicology	9	3	5
457-Soil Conservation	1	1	
499-Biological Science Student Trainee	4		
501-Financial Administration and Program	6	4	2
505-Financial Management	1	1	
510-Accounting	8	1	4
525-Accounting Technician	1		
560-Budget Analysis	1	1	
819-Environmental Engineering	128	33	35
893-Chemical Engineering	1		1
899-Engineering and Architecture Student Trainee	2		
905-General Attorney	70	23	27
950-Paralegal Specialist	4	1	1
#N/A	2	1	
RICHMOND,VIRGINIA	1		1
1301-General Physical Science	1		1
TITUSVILLE,PENNSYLVANIA	1		1
1301-General Physical Science	1		1
WASHINGTON,DC	1		
28-Environmental Protection Specialist	1		
WHEELING,WEST VIRGINIA	13	2	2
1301-General Physical Science	2	1	
1315-Hydrology	1	1	
28-Environmental Protection Specialist	2		1
401-General Natural Resources Management and Biological Sciences	7		
819-Environmental Engineering	1		1

Grand Total	826	199	217
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722																	
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Region 4	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ATHENS, GEORGIA	85	14	15
1301-General Physical Science	20	4	5
1311-Physical Science Technician	1	1	
1320-Chemistry	20	4	2
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	2		
28-Environmental Protection Specialist	1		
301-Miscellaneous Administration and Program	1	1	
318-Secretary	2		
341-Administrative Officer	1		
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	18	2	4
415-Toxicology	1		
819-Environmental Engineering	15	2	4
ATLANTA, GEORGIA	806	148	275
1001-General Arts and Information	1	1	
1035-Public Affairs	13		4
1071-Audiovisual Production	2		1
1084-Visual Information	1		1
1101-General Business and Industry	2		2
1102-Contracting	9	1	1
1106-Procurement Clerical and Technician	1	1	
1109-Grants Management	10	3	3
1160-Financial Analysis	3	1	
1301-General Physical Science	158	27	61
1315-Hydrology	5	1	
1320-Chemistry	1		
1350-Geology	2	2	
150-Geography	1		
1810-General Investigating	5	1	3
201-Human Resources Management	6	2	2
2210-Information Technology Management	12	2	5
260-Equal Employment Opportunity	2		1
28-Environmental Protection Specialist	58	12	25
29-Environmental Protection Assistant	1		1
301-Miscellaneous Administration and Program	23	4	8
303-Miscellaneous Clerk and Assistant	15	6	2
306-Government Information Specialist	11	3	7
308-Records Management	2		
318-Secretary	11	3	6
326-Office Automation Clerical and Assistance	1		
335-Computer Clerk and Assistant	1		1

		# of Targeted Positions													
		by Grade													
VSIP		1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
71															
15															
1															
17															
1															
1															
1															
1															
1															
2															
16															
1															
14															
730															
1															
10															
2															
1															
2															
9															
1															
9															
3															
147															
3															
1															
2															
5															
6															
12															
2															
52															
1															
20															
14															
9															
1															
10															
1															
1															

340-Program Management	12	4	6
341-Administrative Officer	3		2
342-Support Services Administration	3		
343-Management and Program Analysis	24	2	15
3502-Laboring	1		
401-General Natural Resources Management and Biological Sciences	91	14	15
408-Ecology	2		
415-Toxicology	4		3
499-Biological Science Student Trainee	1		
501-Financial Administration and Program	7	3	4
505-Financial Management	1		1
510-Accounting	2		1
560-Budget Analysis	11	4	3
5703-Motor Vehicle Operating	2		
601-General Health Science	1		1
690-Industrial Hygiene	1		
801-General Engineering	1	1	
80-Security Administration	2		
819-Environmental Engineering	212	39	70
840-Nuclear Engineering	1		1
905-General Attorney	65	10	18
950-Paralegal Specialist	1	1	
986-Legal Assistance	1		1
BAY ST LOUIS,MISSISSIPPI	11	1	3
1301-General Physical Science	2		1
28-Environmental Protection Specialist	1		
340-Program Management	2		2
343-Management and Program Analysis	3	1	
401-General Natural Resources Management and Biological Sciences	2		
819-Environmental Engineering	1		
CHARLOTTE,NORTH CAROLINA	1		
819-Environmental Engineering	1		
CRAWFORDVILLE,FLORIDA	1		
401-General Natural Resources Management and Biological Sciences	1		
DURHAM,NORTH CAROLINA	1	1	
28-Environmental Protection Specialist	1	1	
GULFPORT,MISSISSIPPI	3		
1301-General Physical Science	1		
819-Environmental Engineering	2		
JACKSON,MISSISSIPPI	1		1
819-Environmental Engineering	1		1
JACKSON,TENNESSEE	1		1
819-Environmental Engineering	1		1
JACKSONVILLE,FLORIDA	1		1
1301-General Physical Science	1		1
LOUISVILLE,KENTUCKY	1	1	
819-Environmental Engineering	1	1	

MOBILE,ALABAMA	1		1
401-General Natural Resources Management and Biological Sciences	1		1
WEST PALM BEACH,FLORIDA	1	1	
401-General Natural Resources Management and Biological Sciences	1	1	
Grand Total	914	166	297

1															
1															
1															
1															
823															

Region 5	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
CARTERVILLE, ILLINOIS	1		1
1301-General Physical Science	1		1
CHICAGO HTS, ILLINOIS	1		
401-General Natural Resources Management and Biological Sciences	1		
CHICAGO, ILLINOIS	1036	255	296
1035-Public Affairs	18	5	5
1060-Photography	1		
1082-Writing and Editing	2	1	
1084-Visual Information	2		1
1101-General Business and Industry	2	1	
1102-Contracting	20	2	6
1106-Procurement Clerical and Technician	1		1
1109-Grants Management	12	1	3
1160-Financial Analysis	5	2	
1301-General Physical Science	201	43	50
1306-Health Physics	2	1	1
1315-Hydrology	3		
1320-Chemistry	25	8	1
1340-Meteorology	1		1
1350-Geology	11	5	2
1399-Physical Science Student Trainee	3		
1530-Statistics	1	1	
1702-Education and Training Technician	2	1	1
1750-Instructional Systems	1		
1810-General Investigating	5	3	1
18-Safety and Occupational Health Management	3		
2001-General Supply	2		
201-Human Resources Management	10	3	2
20-Community Planning	4		
2210-Information Technology Management	31	6	5
260-Equal Employment Opportunity	4	1	2
28-Environmental Protection Specialist	160	46	73
301-Miscellaneous Administration and Program	24	5	13
303-Miscellaneous Clerk and Assistant	25	9	9
305-Mail and File	1		
306-Government Information Specialist	12	3	5
308-Records Management	9	1	4
318-Secretary	4		1
326-Office Automation Clerical and Assistance	1		
335-Computer Clerk and Assistant	1	1	
340-Program Management	22	10	6
341-Administrative Officer	5	1	3

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
939															
18															
1															
2															
2															
2															
18															
1															
12															
5															
180															
2															
1															
22															
1															
9															
1															
2															
1															
4															
2															
1															
8															
3															
30															
4															
155															
24															
25															
1															
11															
9															
3															
1															
1															
22															
5															

343-Management and Program Analysis	34	13	8
344-Management and Program Clerical and Assistance	3	1	1
399-Administration and Office Support Student Trainee	11	1	
401-General Natural Resources Management and Biological Sciences	42	7	5
403-Microbiology	1		
408-Ecology	3	1	
415-Toxicology	3	2	
471-Agronomy	1		
501-Financial Administration and Program	4	3	1
505-Financial Management	1		1
510-Accounting	15	5	5
560-Budget Analysis	7	1	1
599-Financial Management Student Trainee	2		
601-General Health Science	4	2	1
80-Security Administration	2		2
819-Environmental Engineering	159	23	43
890-Agricultural Engineering	1		
893-Chemical Engineering	1		1
899-Engineering and Architecture Student Trainee	3		
905-General Attorney	94	32	29
950-Paralegal Specialist	3	3	
986-Legal Assistance	1		1
999-Legal Occupations Student Trainee	3		
#N/A	2	1	1
CINCINNATI, OHIO	1		1
1301-General Physical Science	1		1
CLEVELAND, OHIO	1		
28-Environmental Protection Specialist	1		
DETROIT, MICHIGAN	2		1
1301-General Physical Science	1		1
415-Toxicology	1		
ELMHURST, ILLINOIS	1		
1301-General Physical Science	1		
FLINT, MICHIGAN	1		
1035-Public Affairs	1		
GREEN BAY, WISCONSIN	1		
1301-General Physical Science	1		
GROSSE ILE, MICHIGAN	13		3
1301-General Physical Science	9		1
1670-Equipment Services	1		
303-Miscellaneous Clerk and Assistant	1		1
401-General Natural Resources Management and Biological Sciences	2		1
INDIANAPOLIS, INDIANA	2		
1301-General Physical Science	1		
401-General Natural Resources Management and Biological Sciences	1		
MADISON, WISCONSIN	1		1
401-General Natural Resources Management and Biological Sciences	1		1

MINNEAPOLIS, MINNESOTA	1	1	
1301-General Physical Science	1	1	
ST PAUL, MINNESOTA	1		
1301-General Physical Science	1		
TRAVERSE CITY, MICHIGAN	2	1	1
28-Environmental Protection Specialist	1		1
819-Environmental Engineering	1	1	
WESTLAKE, OHIO	17	1	5
1301-General Physical Science	6	1	2
1350-Geology	2		1
301-Miscellaneous Administration and Program	1		1
401-General Natural Resources Management and Biological Sciences	2		
819-Environmental Engineering	6		1
Grand Total	1082	258	309

1															
1															
2															
1															
1															
14															
4															
2															
1															
2															
5															
978															

Region 6	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ADA, OKLAHOMA	1		
28-Environmental Protection Specialist	1		
DALLAS, TEXAS	687	204	158
1001-General Arts and Information	1	1	
1035-Public Affairs	11	3	4
1102-Contracting	7	1	1
1109-Grants Management	10		5
1160-Financial Analysis	1		
1301-General Physical Science	148	44	22
1306-Health Physics	1	1	
1350-Geology	3	1	1
18-Safety and Occupational Health Management	1	1	
201-Human Resources Management	6		1
2210-Information Technology Management	9	2	2
260-Equal Employment Opportunity	2	1	
28-Environmental Protection Specialist	139	49	41
29-Environmental Protection Assistant	1	1	
301-Miscellaneous Administration and Program	19	7	3
306-Government Information Specialist	3	1	2
308-Records Management	1	1	
318-Secretary	14	6	5
326-Office Automation Clerical and Assistance	1		
340-Program Management	8	6	1
341-Administrative Officer	3	2	1
342-Support Services Administration	7	1	3
343-Management and Program Analysis	21	7	3
344-Management and Program Clerical and Assistance	1	1	
391-Telecommunications	2		1
401-General Natural Resources Management and Biological Sciences	49	4	4
415-Toxicology	3	1	1
501-Financial Administration and Program	8	3	2
505-Financial Management	1		
510-Accounting	3	1	1
560-Budget Analysis	1		1
80-Security Administration	1		
819-Environmental Engineering	132	43	39
905-General Attorney	63	13	10
950-Paralegal Specialist	5	2	3
986-Legal Assistance	1		1
EL PASO, TEXAS	6	2	2
1301-General Physical Science	1		
28-Environmental Protection Specialist	1	1	

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
619															
1															
9															
5															
9															
1															
136															
1															
3															
1															
6															
8															
2															
134															
1															
18															
3															
1															
13															
1															
8															
3															
6															
20															
1															
2															
23															
3															
8															
3															
1															
127															
55															
5															
1															
6															
1															
1															

318-Secretary	1	1	
819-Environmental Engineering	3		2
HOUSTON, TEXAS	41	19	6
1035-Public Affairs	1	1	
1301-General Physical Science	8	3	4
1320-Chemistry	19	10	1
1399-Physical Science Student Trainee	2		
28-Environmental Protection Specialist	1		
343-Management and Program Analysis	1	1	
344-Management and Program Clerical and Assistance	1	1	
401-General Natural Resources Management and Biological Sciences	3	1	1
819-Environmental Engineering	4	1	
905-General Attorney	1	1	
NEW ORLEANS, LOUISIANA	1		
1301-General Physical Science	1		
PAWHUSKA, OKLAHOMA	2	2	
819-Environmental Engineering	2	2	
Grand Total	738	227	166

1															
3															
40															
1															
8															
19															
1															
1															
1															
1															
3															
4															
1															
1															
1															
2															
2															
669															

Region 7	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
COLUMBUS,KANSAS	1		
401-General Natural Resources Management and Biological Sciences	1		
DES MOINES,IOWA	1	1	
819-Environmental Engineering	1	1	
FENTON,MISSOURI	3		
1301-General Physical Science	2		
28-Environmental Protection Specialist	1		
KANSAS CITY,KANSAS	53	12	9
1301-General Physical Science	14	3	3
1320-Chemistry	17	4	2
1399-Physical Science Student Trainee	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	4	1	1
318-Secretary	1		
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	7	1	
690-Industrial Hygiene	1	1	
819-Environmental Engineering	6	1	2
KANSAS CITY,MISSOURI	6	1	
1301-General Physical Science	4		
343-Management and Program Analysis	1	1	
819-Environmental Engineering	1		
LENEXA,KANSAS	442	61	101
1035-Public Affairs	11	2	2
1084-Visual Information	2		1
1101-General Business and Industry	2	1	
1102-Contracting	10	1	1
1109-Grants Management	6	3	
1160-Financial Analysis	1		1
1301-General Physical Science	102	10	21
1340-Meteorology	1		
1350-Geology	3		
1410-Librarian	1	1	
2001-General Supply	1		
2005-Supply Clerical and Technician	1	1	
201-Human Resources Management	4		3
20-Community Planning	2		
2210-Information Technology Management	9	2	
260-Equal Employment Opportunity	1		
28-Environmental Protection Specialist	43	5	13
301-Miscellaneous Administration and Program	6	2	
306-Government Information Specialist	3	2	

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
1															
1															
3															
2															
1															
46															
12															
16															
1															
4															
1															
6															
1															
5															
6															
4															
1															
1															
384															
10															
2															
2															
10															
6															
1															
89															
2															
1															
1															
1															
4															
1															
6															
1															
39															
6															
3															

308-Records Management	2		1
318-Secretary	15	1	2
326-Office Automation Clerical and Assistance	1		
340-Program Management	11	2	6
342-Support Services Administration	2		2
343-Management and Program Analysis	29	3	4
399-Administration and Office Support Student Trainee	2		
401-General Natural Resources Management and Biological Sciences	33	2	1
408-Ecology	3		1
415-Toxicology	1		
501-Financial Administration and Program	3		
503-Financial Clerical and Assistance	2		1
505-Financial Management	1		1
510-Accounting	4		1
511-Auditing	1		1
560-Budget Analysis	1		
690-Industrial Hygiene	1		
801-General Engineering	1		1
808-Architecture	1	1	
80-Security Administration	1		
819-Environmental Engineering	63	14	25
840-Nuclear Engineering	2		
899-Engineering and Architecture Student Trainee	2		
905-General Attorney	42	8	10
950-Paralegal Specialist	5		1
99-General Student Trainee	3		
#N/A	1		1
NORWOOD, OHIO	1		1
560-Budget Analysis	1		1
SHALIMAR, FLORIDA	1		
510-Accounting	1		
WEBB CITY, MISSOURI	1		1
1301-General Physical Science	1		1
Grand Total	509	75	112

2															
15															
1															
11															
2															
27															
1															
23															
3															
1															
2															
2															
1															
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1															
53															
2															
37															
5															
1															
1															
1															
1															
1															
1															
1															
444															

Region 8	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
BUTTE, MONTANA	1	1	
1301-General Physical Science	1	1	
DENVER, COLORADO	486	92	110
1035-Public Affairs	11	1	1
1101-General Business and Industry	1		
1102-Contracting	6		3
1109-Grants Management	7	1	1
1160-Financial Analysis	2		1
1301-General Physical Science	102	21	19
1320-Chemistry	2	1	
1350-Geology	1		
1530-Statistics	1		1
1640-Facility Operations Services	1		
2005-Supply Clerical and Technician	1		
201-Human Resources Management	3		1
2210-Information Technology Management	11	2	3
260-Equal Employment Opportunity	1		
28-Environmental Protection Specialist	117	20	32
29-Environmental Protection Assistant	1	1	
301-Miscellaneous Administration and Program	16	3	4
306-Government Information Specialist	3	1	1
308-Records Management	1		
318-Secretary	2		
326-Office Automation Clerical and Assistance	1	1	
340-Program Management	4		3
343-Management and Program Analysis	19	3	8
401-General Natural Resources Management and Biological Sciences	9		1
403-Microbiology	1		
415-Toxicology	9	3	
501-Financial Administration and Program	7	2	3
503-Financial Clerical and Assistance	2		1
510-Accounting	6	1	1
601-General Health Science	1		
690-Industrial Hygiene	1		
80-Security Administration	2		1
819-Environmental Engineering	86	17	21
905-General Attorney	43	12	3
950-Paralegal Specialist	2	1	
986-Legal Assistance	1		
#N/A	2	1	1
GOLDEN, COLORADO	14	3	4
1301-General Physical Science	2	1	1

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
451															
11															
1															
5															
7															
2															
94															
2															
1															
1															
1															
1															
3															
11															
1															
115															
1															
14															
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6															
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8															
7															
2															
5															
1															
1															
2															
79															
35															
2															
2															
13															
2															

1320-Chemistry	7	2	1
2210-Information Technology Management	1		
301-Miscellaneous Administration and Program	1		
401-General Natural Resources Management and Biological Sciences	3		2
HELENA,MONTANA	25	2	12
1035-Public Affairs	1		
1301-General Physical Science	7		4
1315-Hydrology	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	5		4
301-Miscellaneous Administration and Program	1		1
341-Administrative Officer	2	1	
401-General Natural Resources Management and Biological Sciences	1		
501-Financial Administration and Program	1		1
819-Environmental Engineering	4		1
905-General Attorney	1	1	
LIBBY,MONTANA	1		1
819-Environmental Engineering	1		1
PIERRE,SOUTH DAKOTA	1		
819-Environmental Engineering	1		
Grand Total	528	98	127

6															
1															
1															
3															
24															
1															
7															
1															
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5															
1															
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1															
1															
3															
1															
1															
1															
1															
1															
491															

Region 9	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
CARSON CITY, NEVADA	3	1	2
1301-General Physical Science	2	1	1
819-Environmental Engineering	1		1
HONOLULU, HAWAII	7	1	3
1035-Public Affairs	1		1
1301-General Physical Science	3	1	1
28-Environmental Protection Specialist	2		1
401-General Natural Resources Management and Biological Sciences	1		
LONG BEACH, CALIFORNIA	2		
1301-General Physical Science	1		
819-Environmental Engineering	1		
LOS ANGELES, CALIFORNIA	19	2	3
1035-Public Affairs	1		
1301-General Physical Science	1		
1810-General Investigating	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	8	1	1
318-Secretary	1		
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	2		
819-Environmental Engineering	3	1	
PACIFICA, CALIFORNIA	1		
343-Management and Program Analysis	1		
RICHMOND, CALIFORNIA	11	5	2
1301-General Physical Science	3	1	1
1320-Chemistry	4	2	
2210-Information Technology Management	1	1	
401-General Natural Resources Management and Biological Sciences	3	1	1
SACRAMENTO, CALIFORNIA	3		1
1301-General Physical Science	2		1
401-General Natural Resources Management and Biological Sciences	1		
SAN DIEGO, CALIFORNIA	8		4
28-Environmental Protection Specialist	6		2
819-Environmental Engineering	2		2
SAN FRANCISCO, CALIFORNIA	677	134	193
1035-Public Affairs	5		1
1071-Audiovisual Production	1		
1082-Writing and Editing	2	1	1
1101-General Business and Industry	7	1	5
1102-Contracting	12	3	1
1109-Grants Management	13	1	8
1301-General Physical Science	99	19	25

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
3															
2															
1															
7															
1															
3															
2															
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1															
1															
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7															
5															
2															
619															
4															
1															
2															
7															
12															
12															
84															

1320-Chemistry	1		1
1370-Cartography	2		1
1410-Librarian	1	1	
150-Geography	1		1
1810-General Investigating	1		1
18-Safety and Occupational Health Management	1		1
201-Human Resources Management	4	3	1
2210-Information Technology Management	21	7	11
260-Equal Employment Opportunity	1		1
28-Environmental Protection Specialist	201	37	59
29-Environmental Protection Assistant	3	1	2
301-Miscellaneous Administration and Program	6	1	3
303-Miscellaneous Clerk and Assistant	8	3	2
306-Government Information Specialist	1		
308-Records Management	1		1
318-Secretary	6	3	1
340-Program Management	7	4	2
341-Administrative Officer	6	3	2
342-Support Services Administration	1		1
343-Management and Program Analysis	11	3	3
391-Telecommunications	3	1	1
401-General Natural Resources Management and Biological Sciences	42	3	6
415-Toxicology	3	1	2
501-Financial Administration and Program	2	1	1
505-Financial Management	1		1
510-Accounting	3	1	1
560-Budget Analysis	14	4	2
561-Budget Clerical and Assistance	1		
690-Industrial Hygiene	1	1	
80-Security Administration	2		1
819-Environmental Engineering	112	16	28
893-Chemical Engineering	1		
905-General Attorney	68	15	15
#N/A	1		
SHIPROCK,NEW MEXICO	1		
401-General Natural Resources Management and Biological Sciences	1		
STATELINE,NEVADA	1	1	
819-Environmental Engineering	1	1	
TUCSON,ARIZONA	2	1	
28-Environmental Protection Specialist	2	1	
YREKA,CALIFORNIA	1		
28-Environmental Protection Specialist	1		
Grand Total	736	145	208

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2																			
1																			
1																			
1																			
1																			
4																			
20																			
1																			
192																			
3																			
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8																			
1																			
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99																			
61																			
1																			
1																			
1																			
1																			
2																			
2																			
1																			
1																			
677																			

Region 10	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANCHORAGE, ALASKA	27	3	3
1301-General Physical Science	5		
28-Environmental Protection Specialist	14	2	1
340-Program Management	1		1
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	4		1
819-Environmental Engineering	1		
89-Emergency Management Specialist	1		
BOISE, IDAHO	20	6	3
1301-General Physical Science	10	4	1
28-Environmental Protection Specialist	6	1	1
340-Program Management	1	1	
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	1		
819-Environmental Engineering	1		1
COEUR D'ALENE, IDAHO	1		1
28-Environmental Protection Specialist	1		1
EUGENE, OREGON	1	1	
28-Environmental Protection Specialist	1	1	
JUNEAU, ALASKA	2		1
1301-General Physical Science	1		1
28-Environmental Protection Specialist	1		
KING, WASHINGTON	1		
306-Government Information Specialist	1		
LACEY, WASHINGTON	9	1	4
1035-Public Affairs	1		
28-Environmental Protection Specialist	6	1	2
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	1		1
MANCHESTER, WASHINGTON	1		
403-Microbiology	1		
PORT ORCHARD, WASHINGTON	19	1	3
1301-General Physical Science	1		
1311-Physical Science Technician	1		
1320-Chemistry	10	1	1
1640-Facility Operations Services	1		
28-Environmental Protection Specialist	3		2
318-Secretary	1		
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	1		
PORTLAND, OREGON	22	6	4
1035-Public Affairs	1	1	

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
27															
5															
14															
1															
1															
4															
1															
1															
19															
10															
6															
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7															
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18															
1															
1															
10															
3															
1															
1															
1															
22															
1															

1301-General Physical Science	4	1	
201-Human Resources Management	1		
28-Environmental Protection Specialist	6	3	1
318-Secretary	1		
340-Program Management	2		2
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	2		1
408-Ecology	1		
819-Environmental Engineering	2	1	
905-General Attorney	1		
RICHLAND, WASHINGTON	7		3
1301-General Physical Science	4		2
819-Environmental Engineering	3		1
SEATTLE HEIGHTS, WASHINGT	1		
819-Environmental Engineering	1		
SEATTLE, WASHINGTON	435	90	102
1035-Public Affairs	8	2	1
1109-Grants Management	20	5	5
1301-General Physical Science	67	12	13
1306-Health Physics	1		
1315-Hydrology	1	1	
1320-Chemistry	4		1
1340-Meteorology	1		
201-Human Resources Management	2		1
2210-Information Technology Management	9	2	2
260-Equal Employment Opportunity	1	1	
28-Environmental Protection Specialist	146	27	38
29-Environmental Protection Assistant	1	1	
301-Miscellaneous Administration and Program	19	5	1
303-Miscellaneous Clerk and Assistant	2	1	
306-Government Information Specialist	4		2
308-Records Management	2		2
318-Secretary	7	4	1
340-Program Management	6	2	3
342-Support Services Administration	1		
343-Management and Program Analysis	11	3	2
401-General Natural Resources Management and Biological Sciences	17	4	3
408-Ecology	5	1	4
415-Toxicology	6	2	
482-Fish Biology	1		
501-Financial Administration and Program	2	1	
503-Financial Clerical and Assistance	1	1	
510-Accounting	3		
560-Budget Analysis	7	3	
690-Industrial Hygiene	1		
80-Security Administration	2		
819-Environmental Engineering	38	6	14

[illegible]

89-Emergency Management Specialist	2		
905-General Attorney	35	6	8
950-Paralegal Specialist	1		
#N/A	1		1
Grand Total	546	108	124

2															
30															
1															
1															
501															